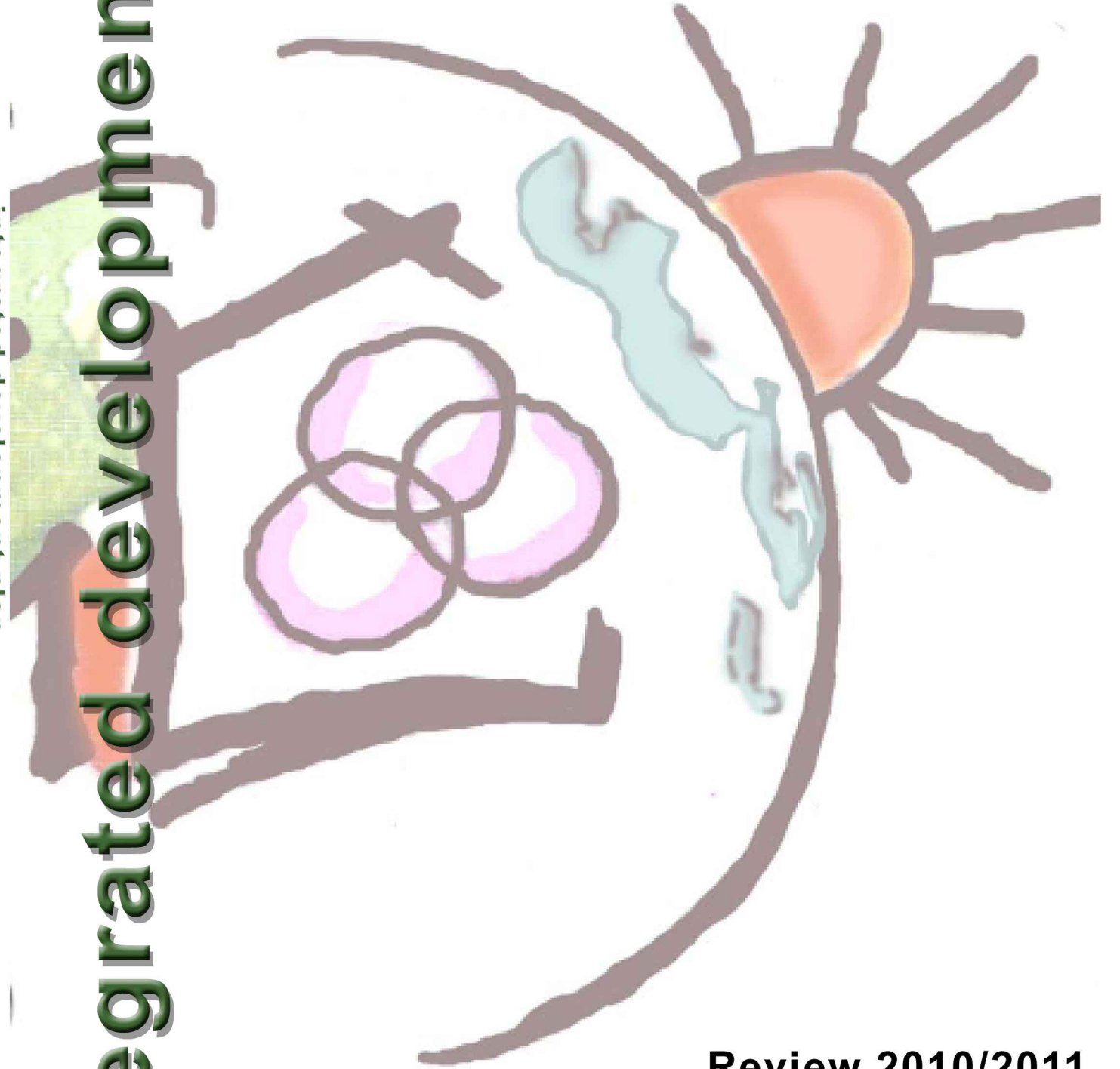


integrated development plan

# integrated development plan

# IDP



**Review 2010/2011  
Planning 2011/2012  
to 2013/2014**

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# BACKGROUND TO THE IDP REVIEW

Sol Plaatje Municipality (SPM) adopted its 5-year Integrated Development Plan – 2007/08 to 2011/12 on 31 May 2007. This rolling five-year Integrated Development Plan (IDP) contains key municipal plans and priorities for the current political term of office. Central to the execution of the IDP is the need for economic growth and job creation and the need to maintain, upgrade and extend municipal infrastructure in order to facilitate much needed economic development. These considerations impact on all choices and decisions the SPM have to make. Marketing the City and attracting international and regional investment are also key elements in financing the execution of Sol Plaatje's IDP. The plan is further refined through a prioritisation process within available budget parameters and alternative service delivery mechanisms to reflect an affordable, implementable plan. The IDP also enhances the Municipality's contribution to the work initiated through the Intergovernmental process involving Provincial and National Government.

## This IDP aims to:

- a) Refine the overall municipal strategy aligned to National objectives of shared growth, reduction of poverty and social inclusion;
- b) Reflect community needs and priorities;
- c) Determine the strategic priorities guiding the actions of the Municipality for the next 5 years through linking and coordination of sectoral strategies;
- d) Align financial and human resources with implementation needs;
- e) Set out a strategically informed programme of action for the Medium-term Revenue and Expenditure Framework (MTREF);
- f) Provide the basis for annual and medium-term budgeting;
- g) Strengthen the focus on sustainable development;
- h) Guide Council's development decision-making;
- i) Enable legislative compliance; and
- j) Establish a monitoring and evaluation framework for implementing the IDP.

## Turnaround Strategy for SPM

This Review has been prepared against the background of the Local Government Turnaround Strategy (LGTAS) approved by Cabinet in December 2009. The LGTAS is a country-wide programme, mobilizing all of government and society to embark upon a concentrated effort to deal with the factors undermining Local Government and to restore good performance in the country's municipalities.

In terms of the analysis presented by the "State of Local Government Report, 2009" (prepared by CoGHSTA – the Department of Cooperative Governance, and Traditional Affairs), Sol Plaatje is a Class 4 municipality, ie a municipality that has "low vulnerability" within the four classes of municipalities derived from spatial, social, municipal capacity and economic indicators.

The IDP and budget of the Municipality has to be consolidated with the priorities of the Municipal Turnaround Strategy (MTAS) for SPM.

In this context, it is appropriate to reflect critically on

the content of the Sol Plaatje IDP, which won a Vuna Award in 2008.

Considering what the Department of Cooperative Governance, Human Settlement and Traditional Affairs and Cooperative Governance considers being a credible IDP, Sol Plaatje's IDP complies fairly well in certain areas, especially in terms of its alignment with National, Provincial and District Development Plans and Policies. It also complies to a large extent with all legal requirements. But this compliance alone has not given the IDP the substance that it needs to pass the more stringent credibility test that rests on effective implementation

Looking critically at SPM's IDP, taking among others, the IDP Format Guideline as a yardstick, one can identify the following shortcomings that need to be addressed:

- The SPM budget is not sufficiently well aligned to the IDP, not only in terms of the operational budget but particularly the capital component of the budget. For example, the IDP is a five year strategic plan, but the budget reflects one year appropriations. Moreover, a high level financial strategy and plan has not yet been developed to give effect to the 5-year priorities in the IDP document – particularly with regard to infrastructure refurbishment, replacement and new productive infrastructure (bulk). Such a Financial Plan should not be a costing of the IDP, but a Plan containing funding strategies over the IDP period. Such strategies should show, for example, the preferred Council funding mix of debt to own sources, extent of utilisation of grants, off-balance sheet funding etc.
- Linked to the above is the lack of an Integrated Institutional Plan. This plan should not only address human resource issues but should look holistically at the corporate governance issues of the Municipality (raised in the Auditor General's Report) – including performance management.
- The SPM has not yet made in-roads into realising the strategic objective to optimise the "space-economy". The "space-economy" means the geographic distribution of settlements (large and small), the activities within them (residential, commercial, institutional, recreational, and so on), and the relationship of these settlements and activities to the infrastructure that connects and supports them, and links in turn to surrounding agriculture and nature areas.
- The SPM has not yet committed to ensure community empowerment and participation in the crafting of the IDP, budget choices, implementation of the plan and monitoring performance through sincere communication, participatory and decision making mechanisms.

By addressing each of these issues and by verifying that planning and resource allocation choices are rooted in the current reality – not perceived reality – the present IDP Review will ensure that our plans are credible, realistic and bankable.

# 1. IDP REVIEW PROCESS - 2009/10

The Sol Plaatje Municipality adopted a Process Plan for the Review of its IDP on 4 September 2009 (Res C356/09). Due to unforeseen circumstances the Action Plan of the Process Plan could not be adhered to in all the detail actions and had to be adjusted. Council therefore approved a revised Action Plan, in order to still achieve

legislative milestones, on 3 March 2010 (Res C121/10). See Annexures 1 and 2.

The table below indicates the actual process followed in relation to the Council-adopted revised Process Plan.

Table 1: Actual Process Followed

ACTIVITY	DATE	OUTCOME
Strategic Planning Session - Management	29 Oct 09	To confirm and refine the SPM's Development Strategy in line with present development situation in SA, Province and Region
Strategic Planning Session - Management	16 Nov 09	Revise IDP Objectives within the Mun KPA's for remainder of IDP cycle
Strategic Planning Session - Management	18 Jan 10	Identify projects and operational activities with cost estimates to achieve IDP Objectives (including Community priorities)
Strategic Planning Session – informal Council meeting	26 Jan 10	Share Development Strategy, KPA's and Objectives with Councillors and solicit their input
Input from Directorates	Ongoing	Prioritising projects in line with prioritising Framework and available funding (Including Ward priorities)
Prepare draft IDP Document with available information to date	23 Mar 10	Draft IDP document to be submitted to Council as well as an indication of outstanding work to be completed before submission of final document for adoption on 31 May 2010
Present draft IDP Document to Council	30 Mar 10	Present the IDP document to Council for discussion during an informal Council meeting before formal submission
Approval of IDP Review for Public Comment	31 Mar 10	IDP Review approved and published for public comment
IDP Business Forum Meeting	6 May 10	Present draft IDP Review to Business Forum (highlighting economic and spatial issues as well as programmes to create an enabling environment for private investment and to solicit their input.
IDP Business Forum Meeting	17 May 10	Follow-up meeting with Business forum to address issues raised in first meeting and how it affects the IDP and Budget.
IDP Representative Forum	18 May 10	To Report back on present IDP Implementation, discussion on IDP Key Priority Issues, Objectives and Targets, Service Delivery Targets and Ward Priorities and to solicit input from representatives
Informal Council meeting	30 May 10	To discuss the final changes to the draft IDP for formal submission and adoption
Council Meeting	31 May 10	Formal adoption of IDP



IDP Business Forum Meeting



## 2. ANALYSING FOR IMPROVEMENTS TO THE IDP

### 2.1. Sources of Information

The following major sources of information were used in reviewing the IDP and to improve on the content thereof;

- Auditor General Report 2008/09
- 2009/10 Mid-year Budget and Service Delivery Performance Assessment Report
- 2009/10 Adjustment Budget and revision of SDBIP Targets
- MEC's Comments on assessment of the IDP Review 2008/09 – June 2009
- Francis Baard District Growth and Development Strategy – Implementation Plan: February 2010
- Integrated Development Planning: 3<sup>RD</sup> Generation Integrated Development Plans: 2011-2016: Department of Local Government and Housing, Western Cape
- Local Government Turnaround Strategy, Nov 2009: Department of Cooperative Governance, Human Settlement and Traditional Affairs
- Implementation Plan: Local Government Turn Around Strategy, Jan 2010: Department of Cooperative Governance, Human Settlement and Traditional Affairs

In addition to these documents the Mid-year Budget and Performance Assessment Visit from National Treasury on 17 March 2010 also informed this review, especially in light of the linkage between the IDP, Budget, SDBIP and the Performance Agreements of the Municipal Manager and managers directly accountable to the Municipal Manager.

### 2.2. Implementation outweigh all other considerations in 2010/11

The 2008/09 IDP Review found that the core strategic direction set in the IDP remains sound and correct and that the main challenge is implementation, not strategic direction.

Lack of focused implementation – which stems from a variety of reasons - has propelled Sol Plaatje into a situation that needs immediate and determined remedy.

There have been important achievements in dealing with the administration of the Municipality. These include:

- A significant improvement in year-on-year capital

- spending from under 20% to almost 40% at Mid-year.
- Positive improvement in the Municipality's reserve funds in the six month period, from a zero level on 30 June 2009 to R12 million at 31 December 2009
- Improvement in the revenue collection from less than 50% to 77%
- Significant progress in curtailing the operational cost of the Municipality

But, the challenges that remain – many of which are shared by other municipalities in the country – are considerable. The following steps need to be pursued as the main focus areas for the 2010/11 IDP:

#### I. Infrastructure Led Growth

- Bring current spending on grant funded capital projects up to above 80%
- Complete plans, funding measures and delivery arrangements for implementation of the large scale infrastructure requirements not covered by current annual grants.
- Assess the feasibility and catalytic value of current solar energy initiatives and become driver of the project if considered viable

#### II. Local Economic Development

- Align the Galeshewe Urban Renewal Program (GURP) and National Development Partnership Grant (NDPG) initiatives with the main IDP programs
- Give effect to better Inner City and CBD management and focus attention on Inner City infrastructure, urban design and service rehabilitation
- Join forces with the Frances Baard District Municipality (FBDM) and Provincial Government on giving effect to a tourism infrastructure rehabilitation program

#### III. Institutional development

- Resolve organizational arrangements and fix the staff establishment
- Curtail growth in staff costs and liabilities
- Address key management and technical skills gaps
- Develop and enact an organization –wide skills development and succession management plan
- Introduce a (positive) culture change plan
- Introduce a community –based planning system that will amongst others enhance the status and funding of ward plans



#### IV. Financial stability

- Continue with cost-saving measures, efficiency improvements and the enhancement of metering, billing and cash management systems
- Continue building municipal reserves in order to significantly enhance "own contribution" to capital projects
- Complete the revamp of the Supply Chain Management System
- Continue to drive down variable operating costs
- Introduce stricter capital budget management regime in line with IDP and SDBIP
- Strengthen the alignment between the IDP and the SDBIP and Performance Measurement

The Local Government Turnaround Strategy launched by

classification allocates an equal number of municipalities to each class – approximately 58 locals and 12 districts in each case. All the 6 metros are also in Class 4):

- **Class 1:** Very high vulnerability
- **Class 2:** High vulnerability
- **Class 3:** Medium vulnerability
- **Class 4:** Low vulnerability

The turnaround strategy document illustrates that the main problems within local government and their root causes are shared across the country, namely:

- **Service Delivery** – this area refers to the delivery of basic services in municipal areas. These are primarily water, sanitation, refuse removal, electricity and roads.

Table 2: The National Government's Turnaround targets are the following:

Sector	Minimum standard 2014 target
Water	All households to have access to at least clean piped water 200 m from household
Sanitation	All households to have access to at least ventilated pit latrine on site
Electricity	All households to be connected to national grid
Refuse Removal	All households to have access to at least once-a-week refuse removal services
Housing	All existing informal settlements to be formalized with land-use plans for economic and social facilities and with provision of permanent basic services

National Government is of immediate relevance to the SPM IDP Review, because all the key actions need to be reflected in the IDP. The IDP is the leading planning instrument for the municipality, and needs to co-ordinate all of the plans and compliance documents. The specific actions initiated in response to the LGTAS are set out in more detail in Annexure 3.

The spirit of the turnaround strategy, summarised below, is already reflected in the goals and intentions of the municipality. The need, however, is to transform the aspirations into reality as indicated in the Multi-year Municipal Performance Plan (Annexure 4). That is the ultimate purpose of the IDP.

#### The turnaround framework embodies the following:

- Provide democratic and accountable government for local communities.
- Be responsive to the needs of the local community.
- Ensure the provision of services to communities in a sustainable manner.
- Promote social and economic development.
- Promote a safe and healthy environment.
- Encourage the involvement of communities and community organisations in the matters of local government.
- Facilitate a culture of public service and accountability amongst its staff.
- Assign clear responsibilities for the management and co-ordination of these administrative units and mechanisms.

#### Turnaround outcomes encompass:

- The provision of household infrastructure and services.
- The creation of liveable, integrated and inclusive cities, towns and rural areas.
- Local economic development.
- Community empowerment and distribution

Sol Plaatje Municipality is presently graded as a Class 4 Municipality in a new classification of municipalities. (The

- **Spatial conditions** – these include geographic considerations such as characteristics of urban areas, conditions in former 'Homeland' or 'Bantustan' areas (e.g. Ciskei), location of poverty, and types of economies in the area, such as mining or agriculture.
- **Governance** – this covers elements such as political leadership, institutional organization, administration, capacity and skills, oversight and regulation, monitoring and reporting)
- **Financial Management** - Municipality budget and income management (e.g. from water, rates, electricity charges. The Intergovernmental Fiscal System distributes grants to municipalities for service delivery. These include the Equitable Share (ES) and the Municipal Infrastructure Grant (MIG).
- **LED** - Local Economic Development refers to the approach a municipality and region may take to encourage investment by big business, small local business development, tourist industries or large sector economy management in mining, manufacturing or farming.
- **Labour Relations** – the way the management of municipalities and the workforce of the municipality organize and cooperate together.

The focus of interventions is to

- Ensure that municipalities meet the **basic service needs** of communities
- Build clean, effective, efficient, **responsive and accountable** local government
- Improve performance and **professionalism** in municipalities
- Improve **national and provincial policy, oversight and support**
- Strengthen **partnerships** between local government, communities and civil society.

The roll-out of the LGTAS will proceed in a phased manner, with specific interventions timed until December 2010 and a time-table that will extend beyond 2011. The LGTAS thus provides Sol Plaatje with both guidelines for action and resources for support that need to be reflected in the IDP.

### Pre 2011 implementation priorities:

1. Address immediate financial and administrative problems in municipalities
2. Regulations to stem indiscriminate hiring and firing;
3. Ensure and implement a transparent municipal supply chain management system;
4. Strengthen Ward Committee capacity and implement new ward committee governance model;
5. National and provincial commitments in IDP's;
6. Differentiated responsibilities and simplified IDP's (Agreement with each municipality on the ideal scope of functions to be provided and how best the State can support service delivery through intergovernmental agency arrangements);
7. Funding and capacity strategy for municipal infrastructure ;
8. Intergovernmental agreement with metros on informal settlement upgrade including alignment of MIG (Cities) and Housing Subsidy grants;
9. Review and rearrange capacity grants and programmes, including Siyenza Manje support for a more effective support and intervention programme including Rapid Response Teams and Technical Support Units;
10. Upscale Community Works Programme to ensure ward based development systems;
11. Implement the Revenue Enhancement – Public Mobilisation campaign;
12. Launch the “good citizenship” campaign, focusing on governance values to unite the nation and mobilize involvement in local development affairs;
13. Preparations for next term of local government, inspire public confidence including commitment by political parties to put up credible candidates for elections.

### Post 2011 priorities:

1. A single election for national, provincial and local government (benefits: single manifesto, one financial

year, single public service, common 5 yr medium term planning, aligned human resource and budgeting frameworks);

2. All citizens must have access to affordable basic services;
3. Eradication of all informal settlements;
4. Clean cities, through the management of waste in such a way that it creates employment and wealth;
5. Infrastructure backlogs should be reduced significantly
6. All schools, clinics and hospitals and other public facilities have access to water, sanitation and electricity
7. Each of the wards has at least one sporting facility;
8. Each municipality has the necessary ICT infrastructure and connectivity
9. All provinces and municipalities should have clean audits;
10. Violent service delivery protests are eliminated;
11. Municipal debt is reduced by half;
12. Empowered and capacitated organs of people's power (Street, Block/Section, Village and Ward Committees);
13. Trained and competent councillors, traditional leaders, officials, Ward Committee members, CDWs and community activists.

### Implementation success factors

- Political Ownership and stewardship at different levels
- Effective knowledge management
- Effective monitoring and reporting systems
- Effective communication
- Resource allocation
- Preparing for implementation

This third review of the Sol Plaatje IDP needs to ensure that the Municipality takes full advantage of the support provided through the LGTAS, going forward.

# 3. RE-ASSERTING THE OVERALL STRATEGY

The overarching strategy for development of the Sol Plaatje Municipal Area proposes looking at the IDP through the lens of the geographical “space economy”. As noted earlier, the implementation of this strategy has been weak, but it remains the strategic “heart” of the IDP – and a key reference-point in building the credibility of the IDP. (The strategy is outlined in detail in Section 3 of the 2008/2009 IDP Review and has been included as Annexure 4)

It is important to note that the strategic focus on the space economy was paired with a strong emphasis on institution building. Without a strong, well-managed municipal institution, the Sol Plaatje Municipality will not be able to meet its challenges. This speaks directly to the concerns voiced in the LGTAS.

The focus for the 2009/10 IDP Review can be summarised as follows:

1. Finalise the draft **Integrated Human Settlement Plan** within the context of the “Space-economy”
2. Finalise a long term **Municipal Infrastructure Investment Framework**, including:
  - a. **Bulk** Infrastructure requirements (electricity, water, sanitation, waste disposal and transport network – telecom and IT)
  - b. Infrastructure network (**reticulation**) requirements (electricity, water, sanitation, roads, waste management – telecom and IT)
  - c. Infrastructure (existing and ageing) **replacement and refurbishment** requirements (electricity, water, sanitation, waste disposal and transport network – telecom and IT)
  - d. Infrastructure **operations and maintenance** requirements (electricity, water, sanitation, waste disposal and exiting network)
3. Attend to **Corporate Governance** issues to ensure a strong, well-managed municipal institution that will be able to address the present challenges facing the institution (**LGTAS**) but will also take the Sol Plaatje Municipality towards a financially sustainable organisation to fulfill its developmental mandate according to the Constitution, including:
  - a. A long term **Financial Plan** which will set out sound financial management and expenditure control as well as to increase revenue and external funding for the Municipality to achieve its development priorities and objectives, especially related to the Infrastructure Investment Framework, including amongst others also;
    - i. Revenue raising strategies
    - ii. Capital financing strategies
    - iii. Financial management strategies
    - iv. Asset management strategies
    - v. Strategies that will enhance cost-effectiveness
    - vi. Operational financing strategies
  - b. An **Institutional Plan** aiming at improved performance and service delivery and should address amongst others;
    - i. Review core business of the Municipality
    - ii. Review, validate and adopt the revised macro and micro-organisational structure (organogram)

- iii. Assess skills gap
- iv. Preparing a prioritized management and staff deployment, redeployment, and appointment plan
- v. Review systems, processes and procedures for improved institutional performance (including implementation of an MIS Strategy)
- vi. Strategies addressing behaviour, attitudes and values of staff;
- vii. Improve management processes for increased accountability.
- viii. Improve the management of the political/administrative interface

4. Create a **Community Based Planning System (CBP)** to ensure substantive community empowerment and participation in the IDP and Budgeting processes which will result in better long term planning to inform shorter term plans, resource allocation, trade offs (community needs vs strategic needs) and the sequencing of implementing plans. It is a prerequisite for a “credible” IDP. The CBP should be guided by the following principles:

- a. The need to ensure that **poor people** are included in planning
- b. The need for systems to be **realistic and practical**, the planning process must be implementable using available resources within the municipality (and so must link in and integrate with existing processes, particularly municipal planning processes);
- c. Planning linked to a **legitimate structure** (the ward and ward committee);
- d. Planning which is not a once off exercise, but part of an **on-going process**, with planning, implementation, M & E, and annual reviews;
- e. Plans that are **people-focused and empowering** (and so the plan is based around the livelihoods of different groups, and the community produces their own plan with support from ward and municipal facilitators);
- f. Need to build on **strengths and opportunities** not problems (which makes us more likely to succeed and not to be paralysed by the problems);
- g. Plans that are **holistic** and cover all sectors (and so address the reality of people’s lives, and not the artificial sectoral distinctions of government);
- h. Planning which promotes **mutual accountability** between community and officials (and so upward and downward accountability is critical);
- i. **Commitment** by councillors and officials to both plan and implement, and there must be someone responsible to ensure it gets done (hence the commitments and preconditions the municipality needs to undertake).

## Action Programme to Complete a Credible IDP

In order to achieve the above a realistic and dedicated Action Programme is needed that will steer the SPM’s actions on this Strategic Agenda. KPA’s, Objectives, KPI’s, Programmes/projects/operations and targets must be aligned to this Strategic Agenda. It is also vitally important that these KPA’s, Objectives, KPI’s,

Programmes/projects/operations and targets address short, medium, and long term issues. The priority issues within the 5 Municipal KPA’s are discussed in Section 5.



# 4. THE MUNICIPALITY'S VITAL STATISTICS

In order to put this Action Programme in place it is necessary to also determine the socio-economic status quo of the Sol Plaatje Municipality. During March 2008 the Municipality procured the services of Global Insight Southern Africa to develop an EconoMonitor to provide consistent, accurate and timely socio-economic data for planning purposes. A first step in this process was to ensure a consolidated platform of integrated databases that provides accurate and up-to-date economic, socio-economic, demographic and development information. This was augmented with the Community Survey 2007 released by STATSSA in 2008. This process was completed towards the end of 2008 and the following updated information was included in the IDP Review 2007/08: Demographics

- Development
- Labour
- Income and Expenditure
- Economic
- International Trade

The Table to the right indicates the vital statistics for the Sol Plaatje Municipality's jurisdiction area at that stage. No new information has been forthcoming since this information was made available. It is, however, the intention of the administration to conduct its own socio-economic surveys once it has secured the necessary funding. This survey will be done in cooperation with StatsSA.

Certain conclusions can be drawn from this information in terms of the economic, socio-economic and demographic status quo of Sol Plaatje:

- Sol Plaatje comprises a large 20.3% of the total provincial population in 2006.
- The Frances Baard District Municipality (DM) has a population that accounts for 33.2% of the Northern Cape's population. Clearly, Sol Plaatje encompasses most of the population in the DM.
- Over the last ten years, the population in Sol Plaatje has grown slowly at an average pace of 0.87% per annum.
- In 2006, an estimated 214 161 people resided inside the Sol Plaatje Local Municipality (LM) which is a slight 0.38% higher than the 213 344 in 2005. The 2007 STATSSA community survey indicate the total pop of SPM as 245 606  
According to this data, in 2006, 55.1% of households in Sol Plaatje were Black with an average growth rate of 3.63% per annum from 1996 to 2006.
- Approximately 26.8% of households in Sol Plaatje were Coloured and growing steadily at an average of 2.50% per annum.
- If one looks at the age of the citizens in Sol Plaatje relative to that of the Northern Cape, 56.7% of the total population in the Municipality is between the ages of 20 and 65, in comparison with 53.9% for the Northern Cape.
- It is estimated that 74 147 people from Sol Plaatje were living in poverty in 2006. Of this amount, 77.5% were from the black communities. However, these numbers have decreased at an average of 1.7% per annum since 2001.
- The poverty gap in Sol Plaatje has increased in recent years meaning that persons or households lack the resources necessary to be able to consume a certain

minimum basket of goods.

- Sol Plaatje's GDP accounts for approximately 31.6% of the Northern Cape's GDP.
- The largest economic role-players in Sol Plaatje are those in the tertiary sector i.e. community services, finance, transport and trade. The mining sector also contributes significantly towards the economy of Sol Plaatje.
- In 2006, the annual disposable income in Sol Plaatje grew at an average of 5.65% per annum from 2001.
- The population group that experienced the highest growth in its annual disposable income is the black persons, whom also accounted for 39.9% of total disposable income in 2006.
- In 2006, 25.9% of the people employed in the Northern Cape were employed inside the Sol Plaatje Local Municipality. This equates to 0.6% of the national economy.

## VITAL STASTICS

### Demographic

Total Area	187,300 Ha <sup>1</sup>
Total Population	245,606 <sup>2</sup>
Population growth rate (1996-2007)	0.87% <sup>2</sup>
No of Households	52,120 <sup>2</sup>
Average household income	R6,429 pm <sup>3</sup>
Urbanisation rate	99.2% <sup>3</sup>

### Household Services

Households residing in formal house	83.8% <sup>2</sup>
Households residing in informal structure	11% <sup>2</sup>
Households with electricity connection	89.2% <sup>2</sup>
Households with weekly waste removal	91.8% <sup>2</sup>
Households with flush toilet	84.4% <sup>2</sup>
Households with piped water in dwelling/yard	92.3% <sup>2</sup>

### Economic Indicators

Contribution to NC GDP	32.5% <sup>3</sup>
Economic growth rate	3.9% <sup>3</sup>
People employed	63,335 <sup>3</sup>
People unemployed	31,584 <sup>3</sup>
Unemployment rate	38.8% <sup>3</sup>
Population aged between 20-64	57% <sup>3</sup>
Persons over 20 with higher education	8.1% <sup>3</sup>
Persons over 20 with no schooling	9.1% <sup>3</sup>
Human Development Index	0.67 <sup>3</sup>
HIV Positive	9% <sup>3</sup>

### 1 SPM OWN INFORMATION

### 2 STATSSA – COMMUNITY SURVEY 2007

- The sectors that employ the most people were transport, finance and manufacturing.
- Total employment in Sol Plaatje consists of employment in both formal and informal sectors. In 2006, there were an estimated 59 332 people employed in Sol Plaatje, which is approximately 25.9% of all people employed in the Northern Cape.
- Between 2001 and 2006, total employment in Sol Plaatje grew at an average of 2.8% per annum.

**From these findings, the following is apparent:**

- The economy of Sol Plaatje is heavily dependent on the tertiary sector which is traditionally not very labour intensive;
- Sol Plaatje must be cautious of an economy that is very narrowly based and reliant on a limited number of sectors; and
- Sol Plaatje needs to ensure that skilled persons have a reason to stay in the region and not be lured to by the “bright lights” in Gauteng and the Cape.

**Updated Service Delivery Backlogs:**

The table below indicates the updated Service Delivery Backlogs as per the Sol Plaatje Municipality's Turnaround Strategy adopted by Council on 30 April 2010.

Table 3 : Service backlogs

Service	Backlog
Access to Water and Sanitation	8,290 households
Access to Electricity	9,572 households
Informal settlements to be formalised	approximately 10,000 of households
Refuse Removal	4,300 households
Streets (maintenance)	84 Km of surfaced streets
Gravel Streets to be surfaced	207 Km
Electricity losses	16%
Water losses	42%
Homevale WWTW	33-35 Ml/day
Beaconsfield WWTW	2 Ml/day
Ritchie WWTW	0,5 Ml/day (Upgrade needed to handle onsite capacity)
Electricity	80 MVA

# 5. REVIEWING THE KEY PERFORMANCE AREAS (KPS's) AND STRATEGIC OBJECTIVES

The 2008/09 IDP Review endorsed the 5 Key Performance Areas that were developed in May 2007. These are the following:

- 1: Local Economic Development
- 2: Basic and Sustainable Service Delivery and Infrastructure Development
- 3: Municipal Financial Viability and Management
- 4: Municipal Institutional Development and Transformation
- 5: Good Governance and Public Participation

The Review confirmed, however, that a number of important “emphasis shifts” were needed in the strategic objectives associated with each of these six Key Performance Areas (KPA's). The shifts in emphasis were needed both to make the objectives attainable in the specific context of the SPM and to emphasise the overarching objectives related to the space economy.

These shifts, analysed in detail in section 5 of the 2008/09 Review, are set out below:

## KPA 1: Local Economic Development

SPM should be an enabler of economic development and is not a creator of economic development. SPM need to stimulate economic growth from that what we control (budget, policies, land use management, infrastructure and provision of municipal services). Infrastructure is especially important as economic growth must be leverage off infrastructure development. SPM must lobby for more public led infrastructure development. SPM also needs to set the development agenda, meaning it should understand that what it controls can have both negative and positive impacts on the local economy. It therefore needs to make sure that the control is positive (what type of development it allows where and when, where it spends the budget, when and where it invests and allows investment in new infrastructure. Policies impacting on development must therefore talk to the Strategic Agenda.

Local Economic Development - Infrastructure led and driven

## KPA 2 : Basic and Sustainable Service Delivery and Infrastructure Development

### Services

Affordable service delivery is crucial for SPM, both for the consumers (especially the poor and vulnerable) as well as the Municipality. To be able to deliver sustainable services SPM need to explore a system of differentiated service delivery based on affordability. “Core” services rather than “non-core” services, must be prioritised and measures to deal with non-core services alternatively (ie off its operating cost structure) should put in place

SPM needs to prioritise service delivery to areas of highest need and not according to grant driven priorities. A system of Community Based Planning must be instituted in order to determine the “real” community needs and priorities and to ensure realistic “trade-offs” between “ward-priorities” vs “strategic priorities”.

Sustainable service delivery should also consider environmental issues, green service solutions, (climate

change issues, alternative sources of energy, water conservation and quality etc), social issues (where people live and receive services, access to community facilities, crime and grime issues) as well as economic issues (access to economic opportunities, transport etc).

Sustainable and affordable service delivery according to areas of greatest need

## Infrastructure

Without neglecting other activities, infrastructure development must receive the highest priority. SPM needs a well developed and maintained infrastructure system, including an Integrated Infrastructure Investment Framework for prioritised new productive infrastructure to ensure economic and social development within SPM's Municipal area. Without such a framework it will not be possible to maintain growth and the sustainability of the Municipality as an organization will also be jeopardized.

This KPA must therefore address the demand for new bulk and reticulation infrastructure in all the trading services as well as the replacement, refurbishment and maintenance of its existing ageing infrastructure. This must be done in a planned and phased manner of when, where and at what cost infrastructure must be provided to ensure long term sustainable growth. This needs to include immediate crisis aversion infrastructure investment, short and medium term demand as well as long term planning of new infrastructure. It also needs to address the institutional capability and capacity (financial and human resources) of the Municipality to be able to implement this infrastructure development programme.

Planned, Costed, Prioritised, Green and Bankable Infrastructure Development

## KPA 3: Financial Viability and Management

It is important to stabilise the Municipality in terms of Corporate Governance in order to take it on a sustainable path into the future. A stable Corporate Governance refers to financial and institutional stability.

The first step is to ensure that the Municipality stabilises its cash flow by ensuring correct and timely billing and an increased collection of amount billed. Linked to this are cost curtailment and cost efficient operations. A next step would be to reduce the debtor's book.

It is also essential that the Municipality prepare a long term financial strategy in line with the IDP that will address the infrastructure development programme additional to the following financial strategies:

- a. Revenue raising strategies
- b. Debt collection strategies
- c. Capital financing strategies
- d. Financial management strategies
- e. Asset management strategies
- f. Strategies that will enhance cost-effectiveness
- g. Operational financing strategies

Municipal Financial Stability, Viability and Sustainability

#### KPA 4: Institutional Development and Transformation

An Institutional Transformation Plan aiming at improved performance and service delivery must be prepared due to the fact that basic issues such as leadership, management, systems, processes and procedures, good governance, sound human resource management, staff morale and confusion in respect of strategic direction, organizational arrangements, team work and internal communications remain, to a large extent, major issues in the Municipality. Such a Plan should address amongst others;

- Review core business of the Municipality
- Review, validate and adopt a macro and micro-organisational structure (organogram)
- Assess skills gaps
- Prepare a prioritised management and staff deployment, redeployment, retention and appointment plan
- Review systems, processes and procedures for improved institutional performance (including implementation of an MIS Strategy)
- Strategies addressing behaviour, attitudes and values of staff;
- Improve management processes for increased accountability.
- Improve the management of the political /

- administrative interface
- Improve performance management at all levels

Municipal Institutional (capability) Development and (capacity) Transformation

#### KPA 5: Good Governance and Public Participation

Good governance is about achieving a clean audit as priority no 1.

Furthermore, SPM need to regain the trust between officials and councillors and the residents. It is therefore of significant importance to ensure an effective interface between the Administration and the Political Offices – especially with regard to roles and responsibilities as well as a pro-active Communications System – both internally and externally.

Public participation should be mainstreamed and should not be a compliance issue only – there is a serious need to develop a continuous Community Based Planning (and monitoring) System.

Good Governance (Trust and Respect) and Public Participation (Community Based Planning)





## 6. MID-YEAR PERFORMANCE 2009/10 AND REMAINING GAPS IN THE IDP

Before discussing the next cycle of implementation an overview is given of the Mid-year performance of the Municipality, both in terms of the Budget and Service Delivery Targets. The detailed Mid-Year Budget and Service Delivery Performance Assessment Report is available on the Municipality's website – [www.solplaatje.org.za](http://www.solplaatje.org.za).

### 6.1. Capital Programme

An annual target to spend at least 85% of the capital budget was set for the 2009/10 financial year. A Capital Budget of R113,499,216 was approved by Council in May

Chain Management process, detail project preparation for implementation as well as the period between mid December to mid January when very little project implementation takes place. Actual performance of 34% (R42,564,212) was achieved by 31 December 2009 which was much higher than the 17% performance the previous year (31 December 2008).

Although the achievement was much better it could still improve as the Supply Chain Management process in its simultaneously worth tens of millions of rand. A concerted effort is necessary to bolster implementation of projects

Table 4: Additional Funding Received after adoption of the original Budget in May 2009

Project name	Funding Source	Amount
Donkerhoek Services	Provincial	R1,368,205
Erection CCTV Cameras (Galeshewe)	Equitable Share	R1,000,000
Water Loss Minimisation Project	DBSA	R 750,000
Prepaid meters and vending	CRR	R5,000,000
Parks Maintenance Equipment	FBDM	R1,000,000
Dunston/Ubuntu Services	Provincial	R3,030,000
<b>TOTAL ADDITIONAL FUNDING RECEIVED</b>		<b>R12,148,712</b>

2009. At 31 December 2009 this Budget amounted to R125,647,924 due to an additional amount of R12,148,712 received (which was not budgeted for in the original Budget) for the projects highlighted in Table 4

The Mid-year target was set at 35% instead of 50% in order to compensate for the requirements of the Supply

for the remainder of the financial year to achieve the target of 85% plus as this also negatively effects the Municipality's efforts to access more much needed grant funding. This is also a reminder that more attention should be given in preparing the capital budget during the IDP Review process as well as to give more attention to the preparation process for project implementation.

## 6.2. Operational Budget

The operational budget of the municipality takes into account both the revenue and expenditure plans of the municipality to ensure improved performance and service delivery. The municipality approved a balanced budget where revenue projections were sufficient to cover the projected expenditure to run the organization effectively and efficiently.

health services as at 31 December 2009. The personnel expenditure at all health personnel at all centres administered by Sol Plaatje Municipality amounts to R3 714 782 per annum.

The municipality has received a grant from Department of Sports, Arts and Culture to the amount of R1 001 000 for the period, and the following are the operational projects that will be completed in this financial year with

Table 5: High level summary of the municipality's budgets 2007/8 - 2009/10

SUMMARY OF TOTALS	TOTALS	TOTALS	TOTALS
	2009/10	2008/09	2007/08
Operational budget	R862 576 741	743 095 000	607 749 000
Capital budget	R113,499,216	125 707 000	153 254 000
TOTAL BUDGET	R976 075 957	868 802 000	761 003 000

Table 6: Actual performance of Operational Budget as at 31 December 2009

BUDGET	31 Dec 2009	31 Dec 2009	Annual budget
	%	R	2009/10
Operational budget - expenditure	43	370,052,635	R862 576 741
Operational budget – billed revenue	58	496,265,291	R862 576 741

It should be noted that the revenue from property rates includes an amount of approximately R70 million to annual rate payers. The average monthly billings on rates are R10.5 million for those who pay their rates monthly. This resulted in revenue to far exceed the spending.

The below 50% spending on operational expenditure is as a result of depreciation that has not been run for the first six months due to other processes with regards to asset register and asset management system. This is currently addressed as we are focusing on action plan to address the exceptions raised by the Auditor General. The run will take place retrospectively from 1 July 2009.

The supply chain process might have an impact on the progress made with regards to the performance of the capital budget. Management has resolved on a fully fledged supply chain unit and procedures are in the process of development and will be finalized very soon to ensure that supply chain becomes an agent for faster implementation of projects and ultimately will result in improved spending on capital grants and other allocated funds.

Included in the total operational budget are the following grant related expenditures;

Equitable share .....	R93 127 000
Libraries.....	R1 001 000
Resorts.....	R544 000
Health.....	R2 062 000

It should be mentioned that the municipality's operational costs to run and administer the two resorts, Transka and Rekaofella is R1 412 934 whilst the subsidy gazetted was R544 000. No transfers have been made for the current financial period as well as periods preceding this.

The municipality has only received an amount of R344 000 from the R2 062 000 gazetted with regards to

the allocated funds;

- Shift workers – all libraries
- Library material
- Staff development and training
- Outreach programmes
- Literacy
- Infrastructure
- Magazines and newspapers
- Marketing
- Hire of photocopiers

An amount of R678 110 was spent as at 31 December 2009.

## 6.3. Service Delivery Targets

In general the performance on the service delivery targets set in the SDBIP for 2009/10 is much better than in the previous year. In analyzing the variance reports where targets were not met the following came to light:

- The planning process during the IDP Review, Budget preparation and SDBIP preparation is not to standard. This results in un-realistic targets being set or targets that cannot be objectively measured. In some instances targets were also set without ensuring that the necessary resources are available – human resource capacity and capability as well as financial resources.
- In terms of municipal services (water, sewer, electricity, roads,) it is mainly ascribed to less than optimal project management and the un-necessary long supply chain management process.
- Management information systems are another shortcoming as performance information is not always accurate and on time. The integrity of information is therefore questionable in some cases.



The root causes identified above need to be systematically addressed in order to ensure that the Municipality's performance improves for the next cycle of implementation. In practical terms, this implies that the following interventions will be applied as a matter of urgency as part of the Local Government Turnaround Strategy (LGTAS). It is now expected of the Sol Plaatje Municipality to prepare and implement its own tailor-made Municipal Turnaround Strategy (MTAS) that must be incorporated into the IDP and Budget (See draft MTAS attached as Annexure 3):

- Establish a system of governance whereby the Executive Mayor on a regular basis meet with the Municipal Manager and the Executive Directors to assess performance on a regular basis in order to intervene where under performance is evident, and report this to Council at least quarterly.
- Manage the Executive Management Team as a strategic team, by managing their individual performance, but also binding them into a cohesive team that serves as the point of integration in the municipality.
- Firm up on management processes, especially the availability and maintenance of critical management

information, the establishment of monitoring and reporting systems that will integrate financial and IDP non-financial reporting.

- Stop unchecked growth of the staff establishment, especially in non-core and support functions and start the process of building capacity in critical areas in accordance with a credible skills development plan.
- Improve management processes and procedures, especially in terms of capturing, maintaining and reporting of performance information.
- Finalise the organisational structure, staff placement and recruitment process.

#### 6.4. Remaining Gaps in the IDP

A concerted effort was made to fill the content gaps within the IDP since its inception in 2002. Most gaps have since been addressed although some important issues are still outstanding; both legally required sector plans as well as internally required plans and strategies. The table below indicates the progress made in filling the content gaps as well as the remaining gaps:

Table 7: Remaining Content Gaps in the IDP

Content Gap Filled/Remaining	Achievement/Challenges
<b>Spatial Development Framework (SDF) and Land Use Management System (LUMS)</b>	A SDF was adopted by Council in 2005 and a review was adopted by Council in May 2009. Linked to the review of the SDF is the preparation of a LUMS to ensure the implementation of the SDF through a consolidated legally compliant zoning scheme and land use regulations. The LUMS is scheduled to be adopted by Council by June 2010.
<b>LED Strategy</b>	A LED Strategy was adopted by Council in 2009.
<b>Integrated Transport Plan (ITP)</b>	Council adopted its ITP in October 2006. Some projects emanating from this Plan are presently being implemented, funded from the Department of Transport.
<b>Water Services Development Plan (WSDP)</b>	The existing draft WSDP (2003 edition) needs to be Reviewed. DWAF is assisting both financially and technically to complete this process as a matter of urgency. It is anticipated that this Plan will be ready by Oct 2010
<b>Disaster Management Plan (DMP)</b>	The Disaster Management Plan was adopted by Council in August 2008.
<b>Integrated Waste Management Plan (IWMP)</b>	This plan will be completed by December 2010
<b>Integrated Environmental Management Plan (IEMP)</b>	This plan will be completed by December 2010
<b>Financial Plan</b>	<p>According to the Municipal Systems Act a Financial Plan should be a core component of the IDP.</p> <p>The Financial Plan should define sound financial management and expenditure control as well as means of increasing revenues and external funding for the Municipality to achieve its development priorities and objectives. It should further address:</p> <ul style="list-style-type: none"> <li>• Revenue raising strategies</li> <li>• Asset management strategies</li> <li>• Financial management strategies</li> <li>• Capital financing strategies</li> <li>• Strategies that will enhance cost-effectiveness</li> <li>• Operational financing strategies</li> </ul> <p>A consolidated Financial Plan has not yet been prepared although most of the issues raised above are being addressed as separate entities.</p>

Content Gap Filled/Remaining	Achievement/Challenges
<b>Institutional Plan</b>	<p>Another component of the IDP that still need attention is an <b>Institutional</b> Plan aiming at improved performance and service delivery which should address amongst others;</p> <ol style="list-style-type: none"> <li>Review core business of the Municipality</li> <li>Review, validate and adopt a revised macro and micro-organisational structure (organogramme)</li> <li>Assess skills gap</li> <li>Preparing a prioritized management and staff deployment, redeployment, and appointment plan</li> <li>Review systems, processes and procedures for improved institutional performance (including implementation of an MIS Strategy)</li> <li>Strategies addressing behaviour, attitudes and values of staff;</li> <li>Improve management processes for increased accountability.</li> </ol> <p>Improve the management of the political/administrative interface</p>
<b>Comprehensive Infrastructure Plan (CIP)</b>	A CIP Template was submitted to DPLG in October 2008 and will be reviewed as part of this IDP Review
<b>Integrated Human Settlement Plan</b>	A draft IHSP was completed in December 2009 and is in the process of being adopted after input has been received from all stakeholders. It is anticipated that this Plan will be adopted before 30 June 2010.
<b>Community Based Planning System (CBPS)</b>	<p>A Community based Planning System needs to be created to ensure substantive community empowerment and participation in the IDP and Budgeting processes which will result in better long term planning to inform shorter term plans, resource allocation, trade-offs (community needs vs strategic needs) and the sequencing of implementing plans. It is a prerequisite for a "credible" IDP. The CBP should be guided by the following principles:</p> <ol style="list-style-type: none"> <li>The need to ensure that <b>poor people</b> are included in planning (and so the tools seek to make sure that poor people are identified and their livelihoods analysed);</li> <li>The need for systems to be <b>realistic and practical</b>, the planning process must be implementable using available resources within the municipality (and so must link in and integrate with existing processes, particularly municipal planning processes);</li> <li>Planning linked to a legitimate structure (the ward and ward committee);</li> <li>Planning which is not a once off exercise, but part of an <b>on-going process</b>, with planning, implementation, M &amp; E, and annual reviews;</li> <li>Plans that are <b>people-focused and empowering</b> (and so the plan is based around the livelihoods of different groups, and the community produces their own plan with support from ward and municipal facilitators);</li> <li>Need to build on <b>strengths and opportunities</b> not problems (which makes us more likely to succeed and not to be paralysed by the problems);</li> <li>Plans that are <b>holistic</b> and cover all sectors (and so address the reality of people's lives, and not the artificial sectoral distinctions of government);</li> <li>Planning which promotes <b>mutual accountability</b> between community and officials (and so upward and downward accountability is critical);</li> <li><b>Commitment</b> by councillors and officials to both plan and implement, and there must be someone responsible to ensure it gets done (hence the commitments and preconditions the municipality needs to undertake).</li> </ol>

The "customized" Municipal Turnaround Strategy also addresses issues mentioned above (see Annexure 3) and will form part of the implementation of the IDP and will

be incorporated in the Municipality's Performance Management System.

## 7. THE MULTI-YEAR PERFORMANCE PLAN, 2009/10 - 2011/12

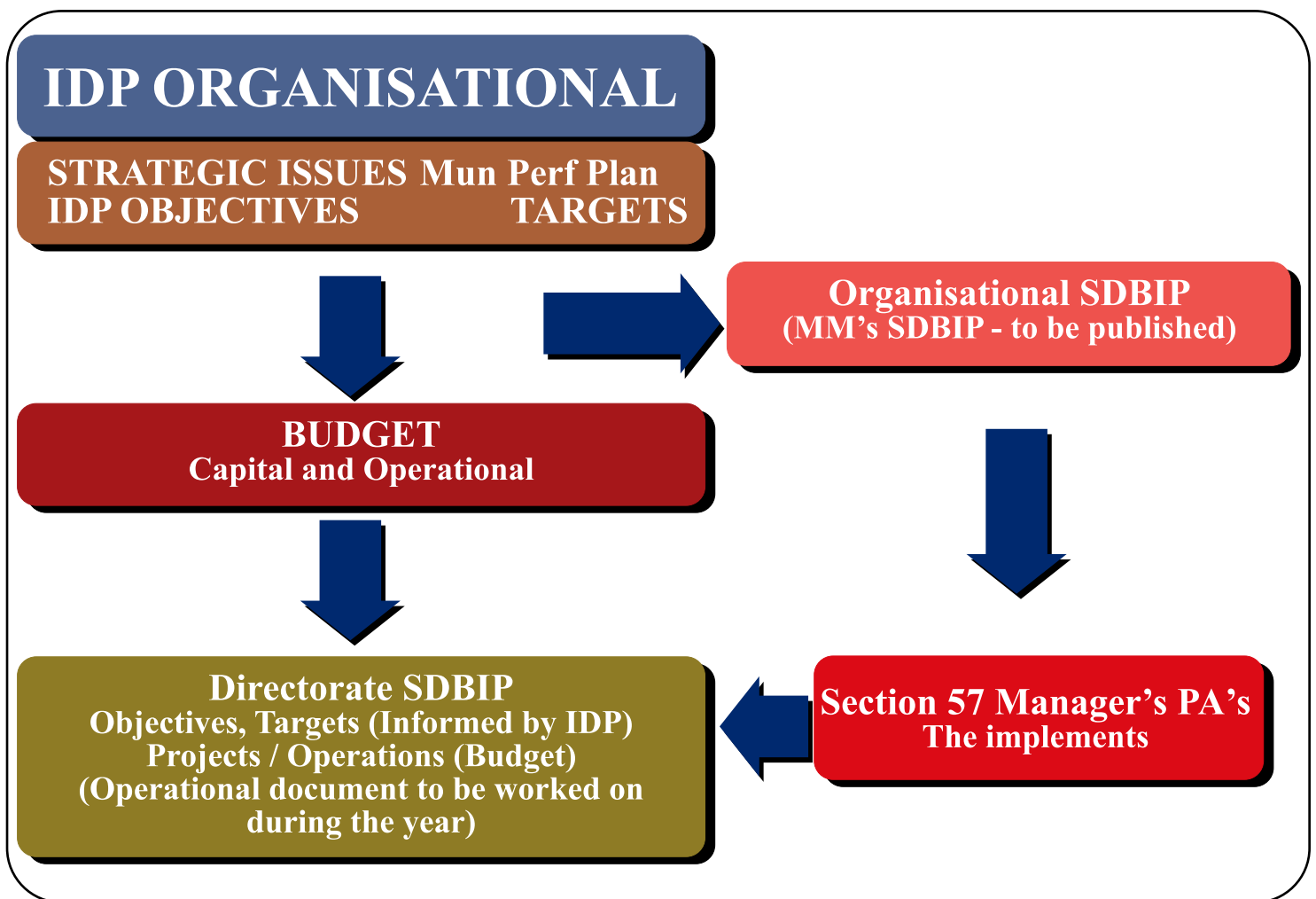
The above analysis informs the key strategic issues the Municipality needs to address in the next MTREF cycle. These key priority issues are captured in the Municipality's Multi-year Performance Plan as quantifiable IDP Objectives within each municipal Key Performance Area.

Linking the IDP Strategic Objectives to Implementation and Budget through the Multi-year Institutional Scorecard

The Multi-year Performance Plan has been revised in light of the overall Municipal Strategy (see section 3), the review

of the KPA's and IDP Objectives (section 5), the MTAS (Annexure 3) as well as the Mid-year Budget and Service Delivery Performance Assessment Report (section 6). The Multi-year Performance Plan is attached as Annexure 5.

The annual budget and service delivery targets, which are aligned to the available resources, indicated for the 2010/11 informs the 2010/11 SDBIP which serves as the implementation, monitoring and reporting tool for implementing the IDP and Budget.



## 8. STAKEHOLDER COMMENTS

The draft IDP was advertised for public comment on 26 April 2010. The following stakeholder forum meetings were held:

1. IDP Business Forum Meeting held on 6 and 17 May 2010
2. IDP Representative Forum meeting held on 18 May 2010
3. IDP Evaluation Engagement held on 20 May 2010
4. Municipal Budget Engagement and Benchmarking Exercise (National Treasury) on 25 May 2010.

It should be noted that no written comments were received from stakeholders since the advertisement on 26 April 2010 at the time of finalising this Report.

### IDP Business Forum

This Forum was represented by representatives from the Black Management Forum, NOCCI, Sol Plaatje Rate Payers Association and Eskom. Minutes of these meetings are attached as Annexure 6.

In general concerns were raised on normal service delivery issues which should be addressed through normal operational activities.

The inputs received from this Forum with relevance to the IDP Review can be summarised as follows. These issues are being addressed in the present IDP Review.

- o The biggest concerns were raised with regard to infrastructure issues such as the backlog on bulk infrastructure, especially sanitation and electricity which resulted on a moratorium being placed on all "densification" development. Concern was also raised with regard to maintenance of infrastructure – specifically on roads.
- o Concerns were also raised with regard to poor spending on capital – especially with regard to LED, GURP and NDPG projects.
- o NOCCI especially raised concerns with regard to the high administration costs to run the municipal administration. They specifically mentioned the high ratio of staff related cost which from their perspective is too high.
- o Waste management was also raised as a concern, specific mention was made of the poor state of the landfill site and the grime issues in the CBD.
- o The issue around the affordability of cross subsidization was also raised. The principle is accepted but they questioned the affordability and sustainability of the system. This was raised during a discussion of the indigent policy and rates income and tariff increase in the operational budget.

### IDP Representative Forum

An IDP Representative Forum meeting took place on 18 May 2010. During this meeting various problems on service delivery issues were raised which will be dealt with in normal operational activities. Ward priorities were also confirmed as.

The minutes of this meeting is attached as Annexure 7.

### Provincial IDP Analysis/Engagement Session

A Provincial IDP Analysis/Engagement Session was held on 20 May 2010 in Upington.

This event takes place annually where municipalities' IDP's are assessed to ensure that credible and implementable IDP's are produced. This evaluation takes place through a "Credible IDP Evaluation Framework" developed by the Department of Provincial and Local Government (DPLG).

All municipalities need to complete a template to demonstrate the municipality's strategy, vision and compliance with both policy and legislative intent. This template is then used by the assessors to analyse the IDP for credibility. The assessors consist of senior officials of DPLG, Premier's Office, Northern Cape DHLG as well as all Provincial Sector Departments (e.g. DWAF, DTEC, Safety and Liaison etc.)

During the above meeting Municipalities' need to present their IDP's content in line with this template and is then interrogated by the above participants.

Concerns were raised on the following issues:

- o The poor state of the Municipality's infrastructure and the fact that a moratorium was placed on all "densification" development.
- o Questions were also raised with regard to the backlogs in service delivery captured in the Municipal Turnaround Strategy and concern were raised that the targets in the MTAS is unrealistic.
- o Concern were also raised with regard to the Municipality's organogramme that has not yet been finalised, vacant positions, especially at S57 managers' level and critical professional areas in service delivery functions. This also relates to a strategy to attract these professionals as well as a retainment strategy.
- o The fact that SPM has received 9 disclaimers in a row.
- o That SPM has not yet approved the Land Use Management Policy

The following sector departments gave the following inputs:

1. The Department of Environmental Affairs and Sports, Arts and Culture.

DEA raised their serious concerns with the fact that SPM still does not have an Integrated Waste Management Plan and Environmental Management Plan. They however did offer assistance to assist the Municipality in this regard, especially since SPM has provided funds in the Adjustments Budget adopted in May 2010 to prepare these plans.

2. The Department of Sport Arts and Culture.

DSAC has indicated that they have budgeted funds for projects in SPM and will forward the detail by 28 May 2010

Valid concerns were also raised due to the fact that SPM's IDP does not contain the legally required Financial and Institutional Plans. Both these issues have been prioritised in the IDP and will receive urgent attention.



### **Municipal Budget Engagement and Benchmarking Exercise IDP and Budget Link**

National Treasury is constantly refining and updating legislation, processes and procedures to ensure all spheres of government not only achieve the objectives of their respective mandates, but also improve their ability to render effective and efficient service delivery. In the spirit of further facilitating the incorporation and alignment of local government into the broader planning and budgeting framework at a national level, National Treasury considers it prudent and significant that robust engagements occur on a regular basis with municipalities, especially in relation to their planning framework and budgets.

Furthermore, Section 16 of the MFMA requires the mayor of a municipality to table the annual budget at a council at least 90 days before the start of the financial year. To this end, the municipality had to table the 2010/11 MTREF by no later than the 31 March 2010 prior to public

participation. Section 23 of the MFMA requires that once the annual budget has been tabled the municipal council must consider any views of the National Treasury, the relevant provincial treasury and any provincial or national organ of state.

Sol Plaatje has been invited to present its IDP Review and Budget to National Treasury in Pretoria on 25 May 2010.

The final report from NT was not available at the time of finalising this document but the following issues were raised in terms of the IDP during this event. According to NT the linkages between the capital budget and the prioritised IDP Objective of "Infrastructure led Growth" is clear in terms of the capital programme. However, the linkage between the operating budget and strategic priorities in the IDP is weak, particularly around issues of governance and building institutional capacity. A weakness also still exist when it comes to multi-year planning.



## 9. IMPLEMENTATION THROUGH THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

The SDBIP gives effect to the implementation of the IDP and Budget of the Municipality. The quantifiable strategic objectives within each Key Performance Area for the 2010/11 financial year in the Multi-year Municipal Performance Plan informs the SDBIP for the 2010/11 financial year and breaks it up into quarterly targets.

The Budget should ensure the implementation of the strategic priorities of the Municipality through the allocation of financial and human resources. The Budget is not an implementation or management plan. The SDBIP therefore serves as a "contract" between the administration, council and the communities expressing the strategic objectives (within each KPA) set by Council as quantifiable outputs that can be implemented by the administration in a specific financial year – in this case 2010/11. This provides the basis for measuring performance in service delivery against end-of-year targets and implementing the budget.

The SDBIP is a layered plan with the top layer dealing with consolidated service delivery targets (refer to Multi-year Municipal Performance Plan – Annexure 3) and in-year deadlines and linking such targets to the top management of the Municipality. Once the top-layer targets are set, the top management must then develop the next (lower) layer of detail of the SDBIP, by providing more detail on each output for which they are responsible for, and breaking up such outputs into smaller outputs and linking these to each middle-level and junior manager. These outputs should also include information per ward, especially key expenditure items on capital projects and service delivery.

### 9.1. The 2010/11 Implementation Plan

Not all the detail to complete a detailed linkage (implementation plan) between the IDP and Budget – specifically with regard to the Capital Programme and Ward priorities could be completed at this stage. The detail on all funding sources, specifically related to Provincial Grants, was only available during the 3<sup>rd</sup> week in March 2010 which made it difficult to finally complete the allocation of sources to specific projects – also linked to Ward priorities. This issue as well as the process forward is explained in detail in the sections below.

The main aim is still to ensure that the IDP informs the Budget to ensure implementation of the Overall Strategic Agenda of SPM during the 2010/11 MTREF period and that this is reflected in the 2010/11 SDBIP as well as the Municipal Manager and Managers Reporting Directly to the Municipal Manager's Performance Agreements which are then cascaded downwards to lower levels of management.

### 9.2. Capital Programme

Previously mentioning was made of the serious challenges still facing the Municipality with regard to its infrastructure development, both in terms of replacing and refurbishing ageing infrastructure and creating new productive infrastructure. These challenges, which seriously hamper economic growth in the municipal area, need considerable financial and human resource investment. This was demonstrated by a feasibility study done by an independent group of consultants on behalf of ABSA Bank, Provincial Government and Sol Plaatje conducted in late 2009.

Table 8: Confirmed Funding Sources For 2010/11 – 2012/13

SOURCE	2010/11	2011/12	2012/13	COMMENTS
Municipal Infrastructure Grant (MIG)	33,165,430	40,078,000	48,957,000	Gazetted OPS portion = 1,328570
Expanded Public Works Programme Incentive Grant (EPWPIG)	14,984,000			Gazetted.
Neighbourhood Development Partnership Grant (Capital Grant)	19,300,000	20,300,000	20,300,000	Gazetted
Galeshewe Urban Renewal Programme (GURP)	0			
Integrated National Electrification Programme Grant	2,500,000	500,000	1,000,000	Gazetted (electrification)
Electricity DSM Grant	6,000,000	10,000,000		Gazetted (electrification)
Department of Housing and Local Government	23,723,215			Letter from MEC:PDHLG
Borrowings	190,000,000	40,000,000		Loan, if it can be acquired, for Water, Roads/Stormwater and Sewer (R40m per service). R70m for Electricity
GURP (COGHSTA)		7,831,000	8,223,000	Gazetted
Capital Replacement Reserve (CRR) and Counter Funding	15,000,000	16,000,000	16,000,000	This is own funding to be contributed to Capital
FBDM				Unable to provide Allocation
<b>TOTAL</b>	<b>R 304,672,645</b>	<b>R 134,709,000</b>	<b>R 94,480,000</b>	
<b>CRR fund</b>	<b>R 15,000,000</b>	<b>R 16,000,000</b>	<b>R 16,000,000</b>	
<b>Borrowings</b>	<b>R 190,000,000</b>	<b>R 40,000,000</b>	<b>R 0</b>	
<b>Total Grants</b>	<b>R 99,672,645</b>	<b>R 70,878,000</b>	<b>R 70,257,000</b>	
		<b>R 533,861,645</b>		



This study indicated that SPM would need in the region of R1,6 billion over the next 3-5 years to resolve its infrastructure challenges. As can be seen from Table 7, the confirmed funding sources for SPM totals just over R500 million for the 2010/11 MTREF of which mainly the MIG grants (R122,200,400) is earmarked for infrastructure issues. This could be bolstered by a further R230 million should SPM be able to secure borrowings – which is the maximum SPM can afford to borrow at present.

From this it is evident that SPM would need to find ways of funding its infrastructure challenges off its balance sheet as it will be very difficult to source these funding with its present borrowing capacity and revenue streams.

Prioritising the allocation of secured funding to ensure that at least “crisis issues” in infrastructure are addressed becomes very important. Such a prioritisation process is necessary to ensure growth of the City of Kimberley and the municipal area as a whole but also to ensure that critical services such as water, sanitation and electricity do not collapse. At this stage the order of magnitude of the MTREF Capital Programme is known. Work, however, still needs to be done on the quantum of the capital programme (costed programmes and projects) in order to determine the capital peak and cash flow requirements. Sol Plaatje Municipality has found it useful to distinguish between four different reasons for expenditure:

1. To **address crisis** – either by responding to a disaster or by prevention or mitigation thereof
2. To **maintain the existing assets** – Every asset should have a maintenance plan and this is normally part of operational expenditure. Where major (useful) assets have not been properly maintained in the past, it may prove necessary to rehabilitate or totally rebuild them, bringing ‘maintenance’ issues into the capital budget.
3. To **provide basic needs** for people (Ward priorities) – from housing and sanitation, to safety in residential areas. In order to do this it is also necessary to have the necessary bulk infrastructure capacity.
4. **Infrastructure led growth** – investment to upgrade or expand existing infrastructure or to provide new, productive infrastructure (Infrastructure led growth).

The Municipality needs to address all four of these categories of expenditure over the long term, but short term demands require an emphasis on fewer at a particular time. Unfortunately, regular maintenance was deferred in the past in order to divert funds to ‘more urgent’ uses. This practice meant that assets now have to be replaced or entirely re-built at much greater cost, well before the end of their planned useful life. The failure to expand bulk infrastructure to take account of growth, lead to infrastructure being tested beyond its planned capacity, with serious consequences for its longevity and effectiveness, which is experienced at present.

There are obviously overlaps between these categories. The upgrading/extension or replacement of the Homevale Waste Water Treatment Plant, as an example is, urgent to avert a crisis. **BUT**, it also satisfies basic needs and some parts of the problem are due to long-delays in maintenance. But it needs to be replaced on a larger scale to allow for growth. So here is a project that covers all of these ‘categories’. But if one had to pick one “category”, it would be that to address a **crisis**.

By categorising each item of expenditure as above –

choosing in each case the predominant reason for the project – the Municipality will create a picture of how it is allocating its resources which can be compared over time and used to question whether the ‘balance’ is appropriate.

But, apart from the ‘crisis’ category, which indicates importance and urgency, these categories cannot be used in a useful way to prioritize individual projects. This is also the conclusion in the SA Cities Network treatment of the same issue, where four imperatives are identified as: the Apartheid backlog (basic needs); the housing backlog; the maintenance backlog and the new infrastructure backlog. See Page 40 et seq in SACN State of City Finances Report 2007. The same approach is repeated in DBSA (2008) Infrastructure Barometer 2008.

In the case of the operational budget, the task is to decide how the existing capacity of the Municipality will be divided to give the greatest benefits in terms of addressing the infrastructure issues. In the long term, the municipality should aim to set a minimum proportion of operational expenditure aside that will be allocated for infrastructure maintenance. This could be of the order of 5% in the long term, but a 2010/2011 figure closer to 10% – 12% might be advisable because of the failure to maintain assets in the past and the need to create a new tradition of regular, planned maintenance for new assets. Almost the entire capital budget of Sol Plaatje is provided by grants, but the assets then need to be maintained using revenues from the operating budget (supported in some cases by cash generated by the new assets as they are used).

There are therefore a number of principles that can be identified already to provide a solid framework for making expenditure, investment and resource-allocation decisions.

1. **Address the crisis areas** – these are “**must do**” projects as well as multi-year and roll-over projects.
2. Ensure that **maintenance of assets** make up at least 7% of operational expenditure in the 1<sup>st</sup> year.
3. Identify the most **urgent areas requiring capital expenditure** and raise the grant money available for this. [The municipality does not have a barrel of reserves to choose what to invest in – reserves still need to be replenished. SPM has to convince granting agencies of particular needs and can then only use the funds in this manner. It needs to lobby for additional funds for particular projects – such as was done with the recently upgrading of streets].
4. Apply a “**prioritisation matrix**” to the “**other**” projects – deciding how to allocate the operational resources of the municipality beyond the maintenance tasks and how to ensure **equity in the distribution of funds to ward projects** (see Annexures 8 and 9).

After applying the above process the eventual Capital Programme for the 2010/11 MTREF is indicated in Annexure 10. Projects to be funded from especially the GURP and Neighbourhood Development Partnership Grant (NDPG) still need to be finalised. It should also be noted that various projects addressing infrastructure issues have been indicated to be funded by borrowings which have not been secured yet.

<sup>1</sup>This is also the conclusion in the SA Cities Network treatment of the same issue, where four imperatives are identified as: the Apartheid backlog (basic needs); the housing backlog; the maintenance backlog and the new infrastructure backlog. See Page 40 et seq in SACN State of City Finances Report 2007. The same approach is repeated in DBSA (2008) Infrastructure Barometer 2008.

It has also now been recognised that ad hoc and short term responses in addressing infrastructure backlogs are inadequate to meet the scale of the infrastructure challenges – as is indicated in the present Capital Programme (Annexure 7). It is also recognised that conventional infrastructure grants and municipal balance sheet borrowing are unable to address the municipal-wide bulk infrastructure problems in time. It is therefore critically important that an **Integrated Infrastructure Investment Framework** be prepared in response to this that would structure a financial package for an integrated, comprehensive bulk infrastructure investment programme.

Such an initiative has started to address this issue when SPM appointed Absa to conduct a project preparation of such a bulk infrastructure investment programme that will inter alia enable the municipality:

- a) To consider an integrated municipal-wide bulk infrastructure technical solution providing a “master plan” for infrastructure creation;
- b) To access a wide ranging mixture of grants and commercial finance that will enable to finance its bulk programme sustainably and affordably; and
- c) To make institutional arrangements for the financial ringfencing of infrastructure and the optimisation of operations.

In order to move this initiative forward, an intergovernmental Memorandum of Understanding (MOU) was concluded between SPM, Northern Cape Province and Absa. This MOU mandated a scoping exercise that has indicated that a municipal-wide bulk infrastructure programme may be viable. On the basis of this conclusion it was agreed to proceed and Absa was appointed to conduct a project preparation report for such a programme.

This report was submitted to the Municipality in October 2009 and has been assessed in terms of its relevance and viability to address Sol Plaatje’s infrastructure challenges in terms of the following three key broad elements:

- **Technical**
  - o Comprehensive (water, sanitation, electricity, solid waste and roads)
  - o City-wide, providing a regional infrastructure systems view
- **Financial**
  - o Structuring and arranging feasible funding package
  - o Framing a sustainable revenue solution whereby the funding can be recouped
- **Institutional**
  - o Ensuring statutory compliance and addressing key institutional risks such as capacity and skills gaps

The Sol Plaatje Municipal Council has since adopted the Project Preparation Report to pursue the financing of its

Infrastructure Investment Framework off its balance sheet through “project financing” as well as to start the process contemplated in section 77 of the Municipal Systems Act, 2000.

Notwithstanding the continuation of the above process SPM also needs to proceed with such capital projects and interventions as are necessary to ensure that “crisis infrastructure issues” are attended to. In this regard Council resolved that the following projects are specifically approved and funding be secured for these projects as a matter of urgency:

1. To upgrade the electricity capacity by an additional 80 MVA and the network to carry the additional capacity.
2. Implement the required actions and works to upgrade the capacity at the Homevale Waste Water Treatment Works by between 10 – 15 Ml per day.
3. Refurbishment of the Riverton Water Treatment Plant.
4. Refurbishment of the Carters Ridge and Newton Water Reservoirs.
5. Upgrading of the key electrical substations / transformers considered to be crucial to stimulate growth and development.
6. Refurbishment of the Ritchie Water Treatment Plant.
7. Upgrade the Ritchie Sewerage Oxidation Plant to 1, 5 Ml per day.

The above projects will, when funding has been secured, be included in the Capital Programme.

### 9.3. Operational Budget

The challenges facing SPM in this regard is mainly the dependency on grant funding and the ability to generate own funding. The following issues need to be addressed urgently to put the Municipality on a sustainable financial footing:

- o It needs to find ways to focus capital on strategic needs as opposed to grant-funded priorities and bring cost of capital to manageable levels in other words to improve capital efficiencies.
- o Rebuilding internal reserves.
- o Cut and manage staff costs and associated liabilities.
- o Sort out internal recharges and implement an effective cost management system.
- o Review tariff policies.
- o Align monitoring and reporting systems.
- o Skills retention and skills recruitment strategies should be put in place
- o Effective Debt Collection Policy to be put in place
- o Current collection rate must increase to at least 90% of billing.

A summary of the Operating Budget is attached as Annexure 11.

# 10. MONITORING THE IMPLEMENTATION OF THE IDP

In terms of the Municipal Systems Act 2000, Chapter 5:

"A Municipality must –

- a) Establish a performance management system that is –
  - i. Commensurate with its resources
  - ii. Best suited to its circumstances and
  - iii. In line with the priorities, objectives, indicators and targets contained in its integrated plan;
- b) Promote a culture of performance management among its political structures, political office bearers and its administration; and
- c) Administer its affairs in an economical, effective, efficient and accountable manner"

The monitoring, evaluating, measuring and reporting through the integrated Performance Management System (PMS) is to ensure that the resources available to the Municipality are directed at the delivery of prioritized projects, programmes and operations that meet the agreed to development priorities of the IDP. Monitoring, evaluating, measuring and reporting performance will also assist the Municipality:

- To make immediate and appropriate changes in the prioritised delivery process and to adjust resources accordingly;
- Identify and overcome major or systemic blockages in the delivery process and
- guide future planning on development objectives and resource use.

Council adopted an Integrated Performance Management System Policy Framework in 2004 and has since been reviewed to align it with the most recent legislation. This Policy Framework has been adopted by Council for implementation on 7 July 2010.

The Municipality also developed, with the assistance of service providers, an integrated electronic management system – the Blueprint IDP Management System. This System is a web based database system accessible to users through the Municipality's intranet. It monitors, tracks, measures and reports on IDP, Budget and SDBIP implementation. It also has the ability to generate business intelligence reports for Top Management and Council.



# 11. IMPORTANT DOCUMENTS SUPPORTING THE IDP

The following documents are available on the SPM's website ([www.solplaatje.org.za](http://www.solplaatje.org.za)) and are mentioned here

due to their relevance to the normal functioning of the Municipality and inter-relationship with the IDP:

No	Policy Title	Adoption /Draft Status	Status
1	Supply Chain Management Policy	Adopted By Council	Implementation Date: 1 July 2010
2	· Fraud Prevention and Anti-Corruption Policy · Fraud Prevention Plan	Adopted by Council 09 June 2010	Implementation priorities adopted by the EMT.
3	Indigent Policy	Reviewed & Approved by Council: 31 May 2010	Implementation date 1 <sup>st</sup> July 2010: in line with budget implementation
4	Credit Control and Debt Collection Policy	Reviewed & Approved by Council: 31 May 2010	Implementation date 1 <sup>st</sup> July 2010: in line with budget implementation
5	Organisational PMS Policy Framework	Draft: Tabled to council 09 June 2010	Council to consider adoption of PMS Framework: next Council meeting
6	Policy On Ward Committees	Draft: Tabled to council 09 June 2010	Tabled to Council: subject to public participation
7	Asset Management Policy	Adopted 11/2005: review necessary	Policy review in process: final draft to be tabled at Policy Committee.
8	Land Management Policy	Draft	Final review of draft policy: legal opinion considered.
9	Incentives Strategy	Draft	Strategy to be reviewed & tabled at Policy Committee
10	Public Participation Strategy Framework	Draft	Draft to be finalized and tabled at Policy Committee
11	Complaints Management Strategy	No draft	No draft in place
12	Delegation of Powers	Adopted 2004	Delegation Policy needs to be reviewed
13	Recruitment and Selection	Draft	Included in draft HR Policies and Procedures
14	Employee Assistance Programme	Draft	Included in HR Policies and Procedures
15	Communications Strategy	Draft	Research and enhance draft policy
16	Skills Attraction and Retention Policy	No draft	Draft to be prioritized for formulation.
17	Remuneration Policy	No draft	Draft to be prioritized for formulation.



### Promulgated By-laws

- o Advertising Signs
- o Aerial Systems
- o Animals, Poultry and Bees Control
- o Building Control
- o Caravan Park
- o Cemeteries Bylaw
- o Electricity Fire Brigade
- o Keep Of Dogs Control
- o Fireworks
- o Law Enforcement
- o Standing Orders
- o Street Trading Control
- o Swimming Pools
- o Taxi Ranks
- o Water Supply

### Other Supporting Documents

1. White Paper on Local Government
2. Municipal Systems Act, 2000
3. Municipal Planning and Performance Management Regulations
4. Municipal Finance Management Act (MFMA)
5. National Spatial Development Perspective (NSDP)
6. Northern Cape Provincial Growth and Development Strategy (NCPGDS)
7. Accelerated and Shared Growth Initiative of South Africa (Asgi-SA)
8. Intergovernmental Relations Framework Act
9. City Development Strategy (CDS)
10. Central Business District – Spatial Framework(CBD)

11. Economic Profile of Galeshewe Urban Renewal Node – 2006
12. Sol Plaatje Municipality: Spatial Development Framework
13. The Galeshewe Urban Renewal Programme – Business Plan
14. Sol Plaatje Municipality: LED Strategy
15. Sol Plaatje Municipality: Alternative Service Delivery Policy Framework
16. Sol Plaatje Municipality: Integrated Transport Plan
17. Sol Plaatje Municipality: Poverty Alleviation Strategy
18. Sol Plaatje Municipality: Restructuring Grant Application – 2003
19. Annual Reports, 2003/04, 2004/05, 2005/06
20. Service Delivery and Budget Implementation Plan 2007/08, 2008/09, 2009/10
21. Budget 2007/08
22. Workplace Skills Plan – 2008/09
23. Employment Equity Plan
24. Poverty Alleviation Strategy – 2006
25. Sol Plaatje Municipality: Potential Environmental Impacts and Strategies – 2004
26. Sol Plaatje Municipality: Spatial Development Framework – Reviewed May 2008
27. Draft Economic, Socio-economic and demographic Status Quo of Sol Plaatje Local Municipality – April 2008
28. Frances Baard Growth and Development Strategy – December 2007
29. Mid-year Budget and Performance Assessment Report – January 2008
30. Frances Baard Growth and Development Strategy – Implementation Plan, March 2010



## **ANNEXURE 1**



# IDP REVIEW PROCESS PLAN

## LINKING BUDGETING AND SDBIP PROCESSES

### 1. INTRODUCTION

The Municipal System Act (Act 32 of 2000), Section 25, compels Municipal Councils to adopt a single, inclusive and strategic plan for the development of the Municipality, called an Integrated Development Plan (IDP). The IDP needs to;

- link, integrate and co-ordinate plans and take into account proposals for the development of the Municipality,
- align the resources and capacity of the Municipality with the implementation of the plan,
- form the policy framework and general basis on which annual budgets must be based,
- be compatible with national and provincial development plans and planning requirements binding on the Municipality in terms of legislation.

According to Section 34, a Municipal Council –

- a) must review its integrated development plan –
  - i. annually in accordance with an assessment of its performance measurements in terms of section 41; and
  - ii. to the extent that changing circumstances so demand; and
- b) may amend its integrated development plan in accordance with a prescribed process.

The detail of an IDP is prescribed in Chapter 2 of the Municipal Planning and Performance Regulations (R796 of 24 August 2001) and states as follows:

“2 (1) A municipality’s integrated development plan must at least identify –

- (a) the institutional framework, which must include an organogramme, required for-
  - (i) the implementation of the integrated development plan; and
  - (ii) addressing the municipality’s internal transformation needs, as informed by the strategies and programmes set out in the integrated development plan;
- (b) any investment initiatives in the municipality;
- (c) any development initiatives in the municipality, including infrastructure, physical, social, economic and institutional development
- (d) all known projects, plans, and programmes to be implemented within the municipality by any organ of state; and
- (e) the key performance indicators set by the municipality.

(2) An integrated development plan may –

- (a) have attached to it maps, statistics and other appropriate documents; or
- (b) refer to maps, statistics and other appropriate documents that are not attached, provided they are open for public inspection at the offices of the municipality in question.

(3) A financial plan reflected in a municipality’s

integrated development plan must at least –

- (a) include the budget projection required by section 26 (h) of the Act
- (b) indicate the financial resources that are available for capital project developments and operational expenditure; and
- (c) include a financial strategy that defines sound financial management and expenditure control, as well as ways and means of increasing revenues and external funding for the municipality and its development priorities and objectives, which strategy way address the following:
  - (i) revenue raising strategies;
  - (ii) asset management strategies;
  - (iii) financial management strategies;
  - (iv) capital financing strategies;
  - (v) operational financing strategies; and
  - (vi) strategies that would enhance cost-effectiveness.

(4) A spatial development framework reflected in a municipality’s integrated development plan must-  
(a) give effect to the principles contained in Chapter 1 of the Development Facilitation Act’ 1995 (Act No.67 of 1995);

- (b) set out objectives that reflect the desired-spatial form of the municipality;
- (c) contain strategies and policies regarding the manner in which to achieve the objectives referred to in paragraph (b), which strategies and policies must-
  - (i) indicate desired patterns of land use within the municipality;
  - (ii) address the spatial reconstruction of the municipality; and
  - (iii) provide strategic guidance in respect of the location and nature of development within the municipality;
- (d) set out basic guidelines for a land use management system in the municipality;
- (e) set out a capital investment framework for the municipality’s development programs;
- (f) contain a strategic assessment of the environmental impact of the spatial development framework;
- (g) identify programs and projects for the development of land within the municipality;
- (h) be aligned with the spatial development frameworks reflected in the integrated development plans of neighbouring municipalities; and
- (i) provide a visual representation of the desired spatial form of the municipality, which representation:
  - (i) must indicate where public and private land development and infrastructure investment should take place;
  - (ii) must indicate desired or undesired utilization of space in a particular area;
  - (iii) may delineate the urban edge;
  - (iv) must identify areas where strategic intervention is required; and
  - (v) must indicate areas where priority spending is required.”

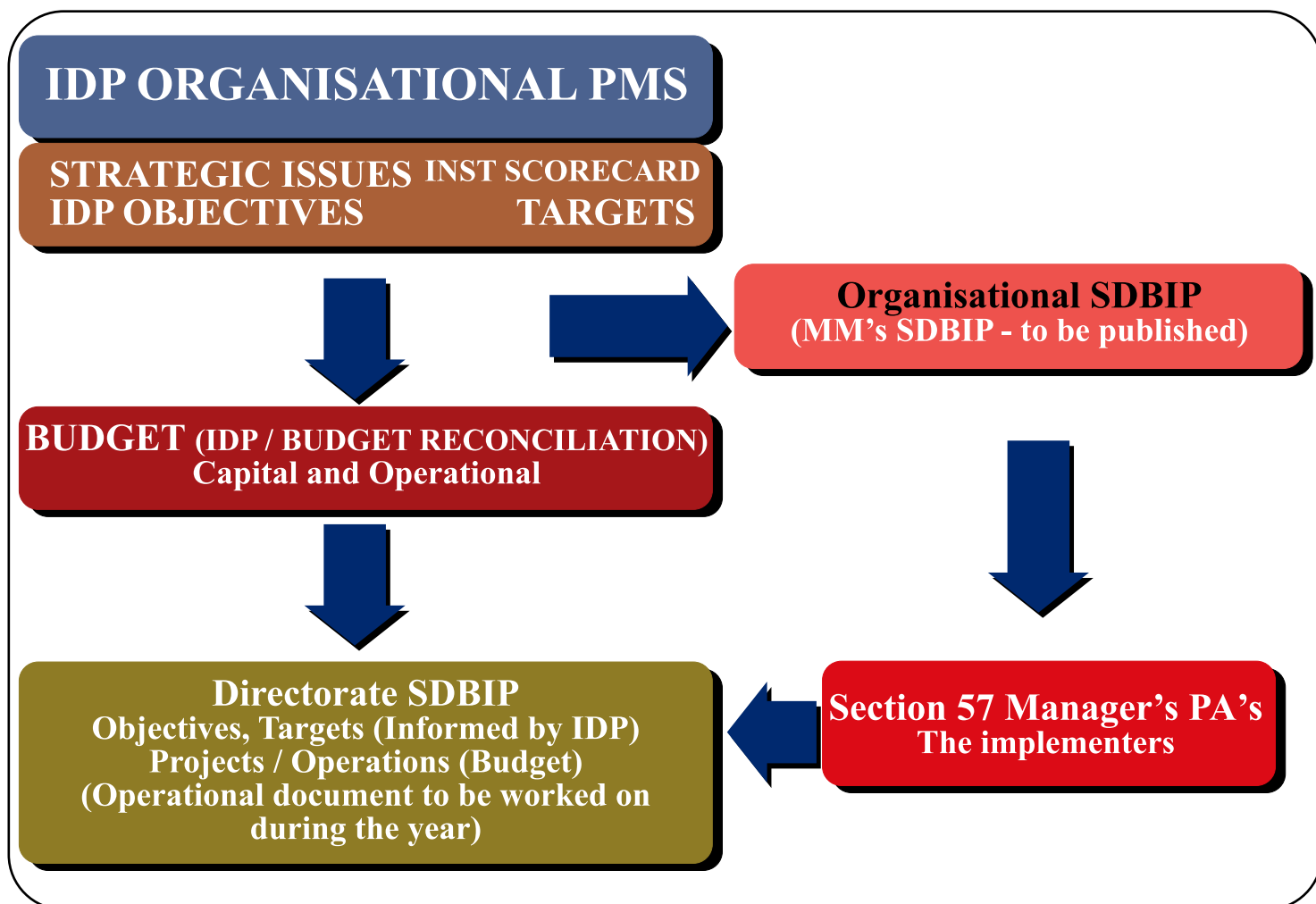
Section 28 (1) of the Municipal Systems Act further compels a Municipal Council to adopt “a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan” – the Process Plan. The preparation process or drafting of the Process Plan is the responsibility of municipal **management** and needs to include the following issues according to Section 29(1) of the Act:

- Roles and responsibilities of the different role players in the IDP process have to be clarified in advance and internal human resources have to be allocated accordingly.
- Organisational arrangements have to be established and decisions on the membership of teams, committees or forums have to be made.
- A programme needs to be worked out which sets out the envisaged planning activities, a time frame and the resource requirements for the IDP process. Such a detailed programme of the planning process is crucial to keep track of the process and to interact with the different role-players (especially between local and district municipalities).
- Special attention has to be paid to the mechanisms and procedures for community and stakeholder participation during the planning process. This must also be in line with the provisions of Chapter 4 of the

Municipal Systems Act, 2000.

- Mechanisms and procedures for alignment with external stakeholders such as other municipalities, District Municipality and other spheres of government also need special attention. These alignment activities have to be decided on a mutual binding basis, through a joint Framework for the interactive planning process which requires preparation well in advance.
- The identification of all binding plans and planning requirements binding on the Municipality in terms of national and provincial legislation
- A cost estimate for the whole planning process.

Since the promulgation of the Municipal Financial Management Act (Act 56 of 2003) it is vital to align the IDP Process (S28 of MSA) with the Performance Management Process (Municipal Planning and Performance Management Regulations (Ch3, 2(g)) and the Budgeting Process (S 21, 22 and 23 of MFMA). This alignment process should be seen through to include the Municipality's Service Delivery and Budget Implementation Plan (MFMA S53) as well as the Performance Agreements of the Municipal Manager and Managers directly accountable to the Municipal Manager (Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers. This process is diagrammatically indicated below.



## 2. ORGANISATIONAL ARRANGEMENTS AND ROLES AND RESPONSIBILITIES OF THE DIFFERENT STRUCTURES AND ROLE - PLAYERS

The organisational structure depicted in Fig.1 (attached) is being created to manage and co-ordinate the IDP process and to;

- institutionalize the participation process,
- effectively manage the drafting process, and
- give affected parties access to contribute to the decision making process

This institutional arrangement is a permanent structure to ensure the proper implementation of the IDP and to co-ordinate and monitor the implementation process. The distribution of the roles and responsibilities for the different role-players in the IDP process has to be guided by democratic principles on the one hand, and by the guideline of aiming at an integrated system of planning and delivery on the other. These structures are utilized to manage the total process as described above, e.i IDP Review, Budgeting, SDBIP and s57 Managers Performance Agreements.

### ROLES AND RESPONSIBILITIES OF THE DIFFERENT STRUCTURES AND ROLE-PLAYERS DEPICTED IN FIGURE 1.

#### 2.1 MUNICIPAL COUNCIL

The new democracy in South Africa represents a synthesis between the system of a representative democracy, where elected bodies like councils have to decide or to finally approve decisions, and a corporatist, negotiating type of democracy, where decisions are arrived at through public discussion and processes of negotiation. For the IDP process, this understanding of democracy means that:

- the process is not just a planning process within municipal government, but a forum for discussions and negotiations of various municipal stakeholders, and
- the final decision and the accountability are with the municipal council as the elected body answerable to the public on the utilization of public resources.

The Council's roles and responsibilities are therefore to:

- Consider and adopt a Process Plan.
- Consider, and adopt and approve the IDP and subsequent reviews of this Plan as well as the Budget.

Ward Councillors have the responsibility to link the IDP process to their constituencies/wards, especially with regard to ensuring that annual business plans and the municipal budget reflect the key development priorities of their constituencies and that it is based on the IDP. They need therefore to be actively involved in the public participation process through their Ward Committees.

#### 2.2 IDP STEERING COMMITTEE

The IDP Steering Committee consists of a combined meeting of the Mayoral Committee and Executive Management Team.

The Executive Mayor with the assistance of the Mayoral Committee is the senior governing body of the Municipality and has to:

- Decide on the Process Plan
- Approve the nominated persons to be in charge of the different roles, activities and responsibilities of both the IDP process and drafting of the IDP documents.
- Be responsible for the monitoring of the IDP process and ensuring that all relevant role-players are involved.

The Executive Mayor assisted by the Mayoral Committee in conjunction with the Executive Management Team need to ensure the establishment of an integrated system of planning and delivery (or planning and implementation management) and requires involvement of all those in charge of municipal management in the IDP process. The process has to be managed by an official from within the Municipality, acting on behalf of the Municipal Manager, who has been assigned the powers to get all relevant actors from within the Municipality on board. The Executive Mayor assisted by the Mayoral Committee in conjunction with the Executive Management Team therefore acts as the strategic driver of the IDP process. This implies that they should

- Provide the terms of reference for the various activities.
- Commissions research studies.
- Considers and comments on:
  - inputs from sub-committees, study teams and service providers
  - inputs from provincial sector departments and support providers
- Make recommendations to Council on the IDP process and content.
- Involved in the public participation process on both political and technical issues

The IDP Unit is responsible for the management and co-ordination of the IDP process on behalf of the Municipal Manager and provides the necessary technical input to the IDP Steering Committee, which include the following:

- Preparation of the draft Process Plan in consultation with senior management.
- Day-to-day management of the planning process, ensuring;
  - involvement of all different role-players, especially officials,
  - that time frames are being adhered to,
  - that the IDP process is horizontally and vertically aligned and complies with national and provincial requirements
  - that conditions for participation are provided, and
  - that outcomes are properly documented.
- Management of support providers/consultants in close co-operation with the members of the Project managers Cluster.
- Provide a secretariat function for the IDP Steering Committee.

The **Project Managers Cluster** consist of all project managers and/or first line managers to ensure inter-departmental and cross-sectoral planning and implementation processes. This Cluster needs to provide the technical sectoral and issue-based input into the IDP and supports the IDP Manager to ensure a smooth planning and implementation process by being fully involved in the IDP Process. The role and responsibilities of the members of the Project Managers Cluster include the following:

- Perform various planning activities according to their line function within the Municipality in co-operation with other officials or support providers and in line with the Municipal System Act (Act 32 of 2000), other relevant national and provincial sector legislation as well as the IDP Guide Pack.
- Processes, summarizes and document the specific outputs relevant to their specific task.
- Make content recommendations to the IDP Steering Committee during the different phases of the IDP process.
- Be involved in the public participation process with regard to their specific sector or issue-based expertise.
- Provide the relevant technical, sector and financial analysis for determining the priority issues.
- Contribute technical expertise in the consideration and finalization of strategies and identification of projects.
- Provide departmental operational and capital budgetary information.
- Responsible for the preparation of project proposals, the integration of projects as well as sector- and issue-based programmes.
- Act as counter parts to service providers/consultants.
- Responsible for the total cycle of project management.

Service Providers and other entities (Government Departments, State Owned Enterprises, Development Bank of Southern Africa etc) will be consulted/contracted for tasks for which internal capacities/expertise (professional and/or human resources) are not available and they could be engaged for:

- providing methodological/technical guidance to the IDP process/products,
- facilitating of strategic planning and other technical workshops,
- facilitating the public participation processes or parts thereof,
- documentation of outcomes of planning activities,
- special studies or other product related contributions,
- support to organised and/or other unorganized groups and communities to more effectively engage in and contribute to the planning process.

**Programme/Project Planning Teams** are ad-hoc inter-sectoral operational teams, headed by a dedicated programme/project manager, responsible for the detail planning and design of programmes and projects emanating from the IDP. These teams will also have the responsibility to manage the implementation of programmes and projects. These teams also include other relevant stakeholders involved in programme/project planning and implementation.

### 3. Mechanisms and Procedures for Public Participation

The legal requirements of Chapter 4 of the Municipal System Act, 2000 need to be complied with at all times when implementing the Public Participation Strategy.

#### 3.1 Principles for Public Participation

The principles underlining the Public Participation Strategy are the following:

- Elected councils are the ultimate decision-making body on IDP's.
- Public participation has to be institutionalised to ensure an equal right to participate.
  - Public participation needs to be structured as it is impossible due to population size and area to allow for direct participation in a complex process such

as the IDP. Clear rules and procedures are therefore necessary specifying who is to participate or consulted, on behalf of whom, on which issue, through which organizational mechanism, with what effect.

- The Public Participation Strategy must provide sufficient room for diversity, including – different cultures, gender, language, education levels etc.
- Public Participation needs to be promoted both through creating conditions for public participation and by encouraging participation, especially with regard to disadvantaged and marginalized groups and gender equity.
- Public participation is a specialised field of expertise and should not be conducted just for the sake of public participation.

#### 3.2 Functions of Public Participation

In the context of the IDP Public Participation have four main functions:

- **Needs orientation:** Ensuring that people's needs and problems are taken into account.
- **Appropriateness of solutions:** Using the knowledge and experience of local residents and communities in order to arrive at appropriate and sustainable problem solutions and measures.
- **Community ownership:** Mobilising local residents' and communities' initiatives and resources, and encouraging co-operation and partnerships between municipal government and residents for implementation and maintenance.
- **Empowerment:** Making IDP a public event and a forum for negotiating conflicting interest, finding compromises and common ground and, thereby, creating the basis for increased transparency and accountability of local government towards local residents.

#### 3.3 The Public Participation Strategy

##### Public Participation Structures

The formal structures for Public Participation are also depicted in Fig.1 namely The legally constituted IDP Representative Forum (of which the IDP Business Forum is a sub-form) and the legally constituted Ward Committees. These Fora is the formal link between the municipal government and the public. The public is represented by councilors, key community and stakeholder groupings, the business community and representatives of legally elected ward committees. The IDP Business Forum is not a separate forum but rather a sub-form of the IDP Representative Forum. This is done for practical reasons as experience have indicated that it is difficult to deal with strategic business and economic issues in the larger forum. All issues discussed in the IDP Business Forum are fed back to the IDP Representative Forum for consideration and inclusion in the IDP process. The Business Forum is also bound by the rules and procedures of the IDP Representative Forum.

The main **Terms of Reference** for members of the IDP Representative Forum are:

- To represent the interest of their constituents in the IDP process.
- To provide an organizational mechanism for discussion, negotiation and decision making between all the stakeholders, including provincial and municipal government.
- To ensure communication between all stakeholders including provincial and municipal government.
- To monitor the performance of the IDP process, both planning and implementation.

- Contribute knowledge and ideas in the IDP process by participating in the IDP Representative Forum to;
  - inform interest groups, communities and organizations on relevant planning activities and their outcomes;
  - analyse issues, determining priorities, negotiate and reach consensus;
  - participate in the designing of project proposals and/or assess them;
  - discuss and comment on the draft IDP
  - ensure that annual business plans and budgets are based on and linked to the IDP; and
  - monitor performance in implementation of the IDP.
- Conducting meetings or workshops with their constituents to;
  - prepare for participation in the IDP Representative Forum; and
  - report back to their constituents and to follow-up on relevant planning activities.

Resource persons refer to officials, service providers/consultants who could be involved in discussions/negotiations or act as facilitators in the IDP Representative Forum and/or Ward Committees.

### The Process to establish the IDP Representative Forum

All interested and affected parties need to be invited to submit names for participation in the IDP Representative Forum. These invitations should be preceded by an

information campaign informing communities and stakeholders on the IDP process and the importance of their participation, actively encouraging them to participate. Once the names have been submitted it needs to be scrutinized by the IDP Steering Committee and be submitted to Council for approval. A database needs to be kept of those stakeholders' groupings that will not necessarily participate as members of the IDP Representative Forum but that need to be consulted at various stages of the process. Once the names of the members of the IDP Representative Forum have been approved by Council a first meeting needs to be called to establish the Code of Conduct which should include issues such as;

- meeting schedules (frequency) and – procedures, time of meetings and venue;
- agenda, facilitation and documentation of meetings;
- cleaning of roles and responsibilities of members;
- means of eliciting and collecting community needs (including documentation of participation inputs)
- decision making processes and resolution of disputes; and
- language to be used.

**The IDP Representative Forum was constituted on 14 November 2006**

### Participation Mechanisms in Planning Phases

The following public participation mechanisms should be applicable in the different phases of the IDP process, with specific reference to the involvement of the IDP Representative Forum.

PLANNING PHASE	PARTICIPATION MECHANISM
<b>Analysis</b>	Community meetings with direct involvement of Ward Committees and organized by Ward Councillors Stakeholder meetings Surveys, opinion polls etc Intensive communication/information flow to communities informing them of their role and responsibilities in the IDP Process Workshop with IDP Representative Forum on Key Priority Areas  <b>HIGH INTENSITY OF PUBLIC PARTICIPATION</b>
<b>Strategies</b>	District level strategy workshops with representatives of all municipalities in the district, national and provincial sector departments and selected representation of stakeholder organisations and resource persons. Workshop with IDP Representative Forum on specific local strategies. Information flow through press conferences, public hearings etc to stimulate public debate.  <b>LOW INTENSITY OF DIRECT PUBLIC PARTICIPATION</b>
<b>Project Planning</b> (a) Project with municipality wide scale (b) Localised community level projects	(a) Inter-sectoral Project Teams with selected representatives of stakeholder groupings and resource persons and IDP Representative Forum  <b>LOW INTENSITY OF DIRECT PUBLIC PARTICIPATION</b> (b) Intensive dialogue between Project Teams and affected communities (Ward Communities and Councillors)  <b>HIGH INTENSITY OF DIRECT PARTICIPATION</b>
<b>Integration</b>	IDP Representative Forum  <b>LOW INTENSITY OF DIRECT PUBLIC PARTICIPATION</b>
<b>Approval</b>	IDP Representative Forum Broad public discussion/consultation Opportunity for comments from residents and stakeholder  <b>HIGH INTENSITY OF PUBLIC PARTICIPATION</b>
<b>Monitoring and Implementation</b>	IDP Representative Forum Ward Committees  <b>LOW INTENSITY OF DIRECT PUBLIC PARTICIPATION</b>

#### 4. Mechanisms and Procedures for Alignment

Alignment is- “A process entailing structured and systematic dialogue within government with a view to bring about coordinated and integrated action among the spheres of government and between the spheres and other organs of state to achieve common objectives and maximum development impact” Policy Coordination and Advisory Services: The Presidency

Alignment is now regulated by the Intergovernmental Relations Framework Act, Act No. 13 of 2005 (IGR Act) and makes provision for various IGR Structures including a District IGR Forum. This forum will consist of representatives of all three spheres of government represented in the District with both a political and technical component. The political component will be chaired by the Executive Mayor of the District Municipality and the technical component by the Municipal Manager. This forum will be the principle forum for aligning the IDP process with that of the provincial sector department plans as well as the District and Local Municipalities.

The purpose of the District IGR Forum is:

- Efficient co-ordination of and problem solving through the following processes in the District:
  - o Alignment between District IDP content and Provincial Growth and Development Strategy
  - o Integrating District Municipality priorities with Provincial Prioritised Budgets
  - o Aligning Local IDP's and Provincial Sector Department Plans
  - o Application of Provincial spatial development framework into detailed District Spatial development plans
  - o Sector Department support Action Plans from the Hearings
  - o Identifying and sharing of strategic information between provincial sector departments and municipalities
- Increasing awareness and commitment of all spheres of Government to co-operation around the primary planning processes
- Cross sector departmental planning within the District

Although the IDP process is a local process it needs input and support from other spheres of government. Two main reasons for alignment exist:

- o Between local municipalities, and district municipalities to ensure that their planning processes and issues are co-ordinated and addressed jointly.
- o Between municipalities and national and provincial sector Departments as well as corporative service providers (e.g. Eskom, Telkom) to ensure that the IDP is in line with national and provincial policies and strategies in order that it is considered for the allocation of departmental budgets and conditional grants.

Section 27 of the MSA compels district municipalities to adopt a framework for integrated development planning in their areas after following a consultative process with local municipalities. Section 29 makes provision for the drafting of a Process Plan by both district and local municipalities that must be aligned

(S27 (2) (c) and (3) (b)) as well as the Framework adopted in terms of S29.

A copy of the Frances Baard District Municipality's Framework and Process Plan (July 2009) is attached for easy reference.

#### 5. National and Provincial Binding Legislation and Planning Requirements

A joint list of national and provincial legislation as well as policies, programmes, strategies and available funds need to be included in the Process Plan to ensure that it is considered in the Municipality's IDP.

Local municipalities need to be informed of the above at the District IGR Forum including the category of requirement, namely:

- o Legal requirement for a municipal level plan;
- o Legal requirement as part of the IDP;
- o Compliance with a normative framework;
- o Only for a value added contribution.

Below is a provisional list of national and provincial legislation impacting on the IDP:

##### NATIONAL LEGISLATION:

- The Constitution of the Republic of South Africa – 1996
- Municipal System Act (No. 32) 2000
- Municipal Structures Act 1998
- Municipal Demarcation Act 1998
- National Environmental Management Act (NEMA) 1998
- Development Facilitation Act 1995
- National Land Transport Transition Act 2000
- Municipal Planning and Performance Management Regulations 2001
- Municipal Finance Management Act 2003
- Municipal performance Regulations for Municipal Managers and Managers Directly Accountable to Municipal Managers, 2006
- Intergovernmental Relations Act 2004
- The National Housing Act (107) 1997
- Municipal Property Rates Act 2004
- Disaster Management Act 2002
- Water Services Act
- Public Finance Management Act
- Intergovernmental Relations Framework Act, Act No. 13 of 2005
- Development Facilitation Act 1995, Act No.67 of 1995

##### WHITE PAPER:

These include, but are not limited to the following:

- White Paper on Local Government 1998
- White Paper on Spatial Planning and Land use Management
- White Paper on Disaster Management
- Housing White Paper
- White Paper on Waste Management

Furthermore there are other government policies and guidelines such as:

- National Spatial Development Perspective (NSDP)
- Accelerated and Shared Growth Initiative – South Africa (AsgiSA)



## PROVINCIAL LEGISLATION AND POLICIES:

At the Provincial level the following legislation and policies provides the framework for Integrated Development Planning:

- The Northern Cape Provincial Growth and Development Strategy (PGDS)
- The Northern Cape Planning and Development Act (No.6) 1998
- Frances Baard District Growth and Development Strategy (Dec 2007)

### 6. Action Programme with Time Frame and Budget

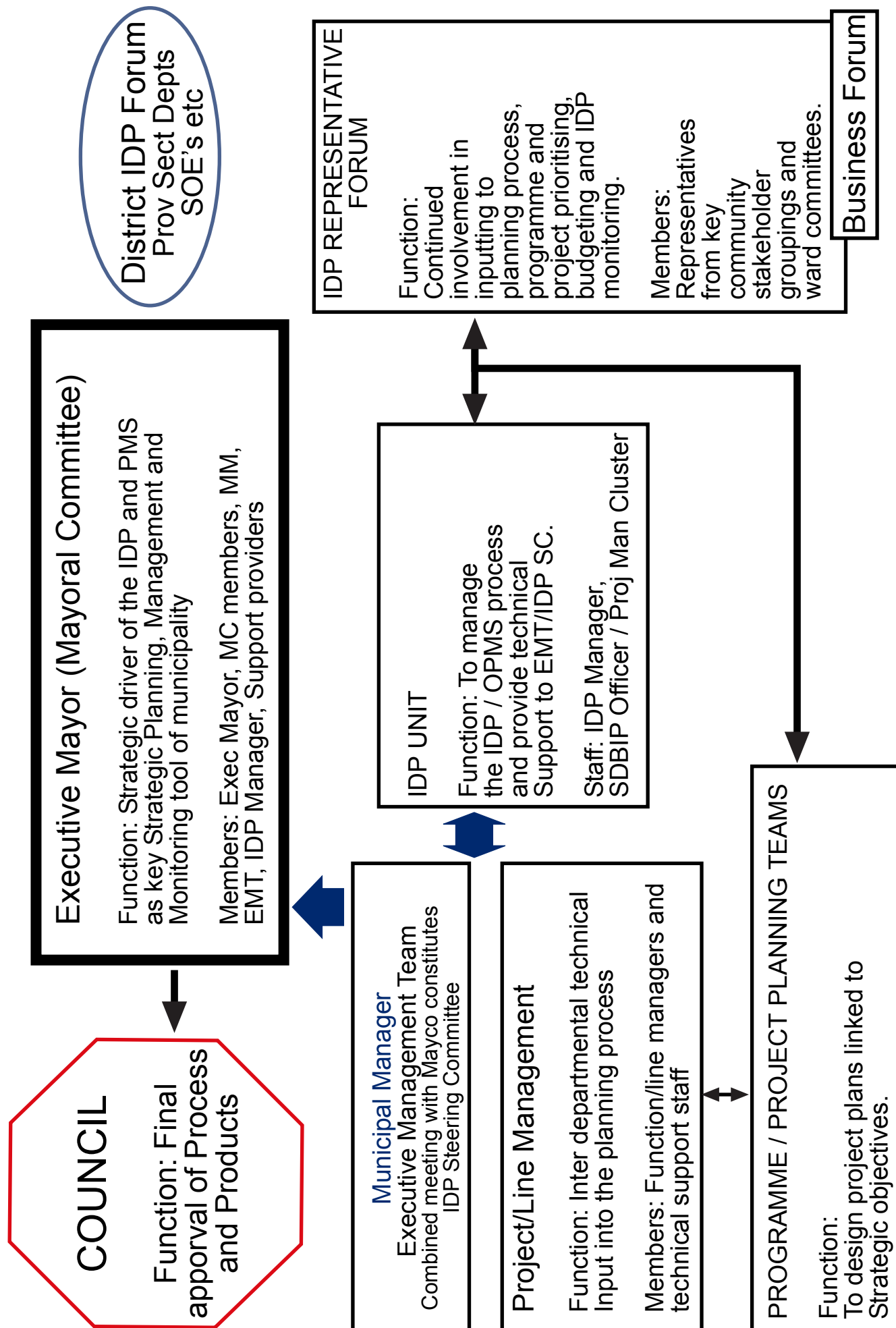
The attached Action Plan details the IDP Review, Budget, SDBIP and Performance Agreements processes and

highlights the mile stones that need to be reached according to the prescriptions of the Municipal Systems Act and Municipal Financial Management Act, MFMA Circulars as well as the Regulations and directives from DPLG, Northern Cape DHLG as well as the Frances Baard District Municipality's Framework and Process Plan.

In order to ensure a seamless process from strategic planning to project implementation, performance measure and reporting, the processes for Performance Management, including the preparation and adoption of the 2009/10 Budget, Service Delivery Budget Implementation Plan and Section 57 Managers Performance Agreements as prescribed by the relevant legislation are included. In-year reporting is also included as it impacts on planning and budgeting information



**Fig 1 Organisational Arrangements**



TIME FRAMES FOR PREPARING THE 2008/09 IDP REVIEW, BUDGET 2010/11 – 2011/12 AND SDBIP 2009/10

**ACTION PLAN: HIGHLIGHTING MILESTONES TO BE ATTENDED IN THE IDP REVIEW PROCESS LINKED TO THE BUDGETING AND SDBIP PROCESSES**

Planning Activity	TIME (WEEKS)														
	Aug 09			Sep 09				Oct 09				Nov 09			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Process Plan															
Circulate for comment															
Submit to EMT															
Submit to Council Special Council Meeting) for approval															
<b>Strategic Planning Workshop with EMT</b>															
<b>Strategic Planning Workshop with Political Principles</b>															
<b>Document Outcome of Strategic Planning Workshops and circulate to all Directorates</b>															
<b>Directorates start work on Directorate SDBIP's/Ops Plans for input into the Budget (Budget Planning Process)</b>															
SDBIP Workshop (EMT/MANCO) - NOTE: Budget policies/guidelines will be presented to all stakeholders at this workshop.															
IDP Strategic Objectives and Targets available per Institutional Scorecard															
Budget guidelines available/First draft Capital project schedule available															
Submit draft Directorate SDBIP's															
<b>IDP Rep and Business Forum Meetings</b>															
Quarterly Report in terms of Org SDBIP															
Confirm Strategic Objectives and Targets															
<b>Operational and Project Prioritisation Workshop (EMT and Mayco)</b>															
In line with strategic objectives															
Availability of funding															
Geographical distribution of funding (ward priorities)															
<b>District Wide Workshop with Prov Sector Departments: NOTE - Alignment with Prov Sector Dept's Strategic Plans and Budget</b>															
<b>Submit Mid-year Budget and Performance Assessment Report</b>															
Present report to special council meeting															
<b>Table Adjustment Budget</b>															
Submissions for Adjustment Budget															
<b>Prepare draft Budget and discussions with Budget Committee and submit draft Budget</b>															
Operational plans available															
Preliminary prioritised capital projects															
High level consolidated format															
Line item budget															
Tariffs															
<b>Prepare Draft Reviewed IDP Document and submit to Council</b>															
<b>Advertise draft IDP and Budget</b>															
<b>IDP Rep and Business Forum Meetings</b>															


[illegible]

Planning Activity	TIME (WEEKS)														
	Aug 09			Sep 09				Oct 09				Nov 09			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
2nd Quarter report SDBIP and IDP/Budget issues to date															
<b>Public Participation Period (Draft Budget)</b>															
IDP Business Forum															
Ward Clusters															
<b>Finalise IDP/Budget in line with Consultation process to submit to Council</b>															
<b>Finalise Org SDBIP for submission to Executive Mayor</b>															
<b>Advertise IDP/Budget/Tariffs</b>															
<b>Executive Mayor present SDBIP to Council and make public</b>															
<b>S57 Managers sign PA with MM</b>															
<b>MM sign PA with Mayor</b>															
<b>Prjoject Manager's Cluster Meeting</b>															
<b>Preparation period for IDP Project Implementation 2009/10</b>															

 Holiday periods

 Planned Milestones

 Revised date

 Actual date





# ANNEXURE 2

TIME FRAMES FOR PREPARING THE 2008/09 IDP REVIEW, BUDGET 2010/11 - 2011/12 AND SDBIP 2009/10

ACTION PLAN: HIGHLIGHTING MILESTONES TO BE ATTENDED IN THE IDP REVIEW PROCESS LINKED TO THE BUDGETING AND SDBIP PROCESSES




Revised Action Plan - 29 January 2010

Planning Activity	TIME (WEEKS)														
	Aug 09			Sep 09				Oct 09				Nov 09			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Process Plan															
Circulate for comment															
Submit to EMT															
Submit to Council Special Council Meeting) for approval															
Strategic Planning Workshop with EMT															
Strategic Planning Workshop with Political Principles															
Document Outcome of Strategic Planning Workshops and circulate to all Directorates															
Directorates start work on Directorate SDBIP's/Ops Plans for input into the Budget (Budget Planning Process)															
SDBIP Workshop (EMT/MANCO) - NOTE: Budget policies/guidelines will be presented to all stakeholders at this workshop.															
IDP Strategic Objectives and Targets available per Institutional Scorecard															
Budget guidelines available/First draft Capital project schedule available															
Submit draft Directorate SDBIP's															
IDP Rep and Business Forum Meetings															
Quarterly Report in terms of Org SDBIP															
Confirm Strategic Objectives and Targets															
Operational and Project Prioritisation Workshop (EMT and Mayco)															
In line with strategic objectives															
Availability of funding															
Geographical distribution of funding (ward priorities)															
District Wide Workshop with Prov Sector Departments: NOTE - Alignment with Prov Sector Dept's Strategic Plans and Budget															
Submit Mid-year Budget and Performance Assessment Report															
Present report to special council meeting															
Table Adjustment Budget															
Submissions for Adjustment Budget															
Prepare draft Budget and discussions with Budget Committee and submit draft Budget															
Operational plans available															
Preliminary prioritised capital projects															
High level consolidated format															
Line item budget															
Tariffs															
Prepare Draft Reviewed IDP Document and submit to Council															

[illegible]

Planning Activity	TIME (WEEKS)														
	Aug 09			Sep 09				Oct 09				Nov 09			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Advertise draft IDP and Budget															
IDP Rep and Business Forum Meetings															
2nd Quarter report SDBIP and IDP/Budget issues to date															
Public Participation Period (Draft Budget)															
IDP Business Forum															
Ward Clusters															
Finalise IDP/Budget in line with Consultation process to submit to Council															
Finalise Org SDBIP for submission to Executive Mayor															
Advertise IDP/Budget/Tariffs															
Executive Mayor present SDBIP to Council and make public															
S57 Managers sign PA with MM															
MM sign PA with Mayor															
Prjoject Manager's Cluster Meeting															
Preparation period for IDP Project Implementation 2009/10															

 Holiday periods

 Planned Milestones  
 Revised date  
 Actual date





## **ANNEXURE 3**

**SOL PLAATJE TURNAROUND STRATEGY WITH DECEMBER 2010 TARGETS**

<b>No.</b>	<b>Priority Turn Around Focal Area</b>	<b>January 2010 (Current Situation/ Baseline)</b>	<b>Target for December 2010 (Changed Situation)</b>	<b>Municipal Action</b>	<b>Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)</b>	<b>Human Resource allocated</b>	<b>Allocated</b>	<b>Projected</b>
<b>1. Basic Service Delivery</b>								
1.1	Access to water	Backlogs = 8290 Roodepan 2200; Donkerhoek 540; Promise-land 700; Greenpoint 1000;	Application for funding is submitted Process of formalising the area initiated	Formalise area and apply for funding for services linking to housing delivery programme	COGHSTA to avail funding	ED: Infrastructure and Services	R0	R13.2m
			Total backlog will be eradicated	Ensure successful Implementation of project	COGHSTA to avail remaining funding	ED: Infrastructure and Services	R 9,099m	R 9,099m
			Implementation would have commenced by Dec 2010	Ensure successful implementation of the project	None	ED: Infrastructure and Services	R 6,867m	R 6,867m
			Application for funding is submitted Process of formalise the area initiated	Formalise area and apply for funding for services linking to housing delivery programme	COGHSTA to avail funding	ED: Infrastructure and Services	R0	R27m
			Total backlog will be eradicated	Project has been funded by FBDM	None	ED: Infrastructure and Services	R0	R5.1m
		Solly Legodi 20 houses		Develop and submit b/plan- June 2010 Apply for MIG funding Implement project	COGHSTA	ED: Infrastructure and Services		
		Motswedimosa & Frazer Moleketi 950;	Application for funding is submitted Process to formalise the area initiated	Formalise area and apply for funding for services linking to housing delivery programme	COGHSTA to avail funding	ED: Infrastructure and Services	R0	R13m
		Lerato Park 2700	Bulk feasibility study approved	Bulk feasibility study approved by Council	Council, COGHSTA, DBSA, COMMERCIAL FUNDERS to avail funding Bulk feasibility study to be approved by Council	ED: Infrastructure and Services	R0	R1.8 bn

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Allocated	Projected
1.2	Access to sanitation	42% Water Losses	Non Revenue Minimisation Study conducted  Demand management devices meters installed	Currently about to conduct a Non Revenue Minimization Study Install water demand management devices meters	Funding assistance from relevant sectors e.g. DWA; DBSA; COGHSTA	ED: Infrastructure and Services	R 400 000 Plus R20.5m	R 5,5m  Amount required to address all water losses issues is estimated at R200m
		64% Blue drop status	75% Blue drop status achieved	Sand Filters in Riverton Clean Reservoirs Repair the 20Ml Reservoir	Funding assistance from relevant sectors e.g. DWA; DBSA; COGHSTA	ED: Infrastructure and Services	R0	R4m
		Burst Pipes (The quantity of pipes to be repaired will depend on the outcome of the study)	Loan/Funding application submitted to relevant funders	Loan to be acquired to address pipe replacement programme	Funding assistance from relevant sectors e.g. DWA; DBSA; COGHSTA	ED: Infrastructure and Services	R59.5m	R100m
		Backlogs= 8290 Roodepan 2200	Application for funding is submitted Process to formalise the area initiated	Formalise area and apply for funding for services linking to housing delivery programme	COGHSTA to avail funding	ED: Infrastructure and Services	R0	R24m
		Donkerhoek 540	Project is fully implemented	Ensure successful Implementation of project	COGHSTA to avail remaining funding	ED: Infrastructure and Services	R 9,099m	R 9,099m
		Promise-Land 700	No Change	Due to Homevale capacity issues, project will be implemented in the 2011- 12 FY	Assistance to address bulk infrastructure issues	ED: Infrastructure and Services	R12.373m (11/12 FY)	R12.373m
		1000 Greenpoint	Application for funding is submitted Process to formalise the area initiated	Formalise area and apply for funding for services linking to housing delivery programme	COGHSTA to avail funding	ED: Infrastructure and Services	R0	R15m
		Ikageng 200 Project has been funded by FBDM	Total backlog will be eradicated	Ensure implementation of project	FBDM	ED: Infrastructure and Services	R 5.1m	R5.1m

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Allocated	Projected
		Motswedimosa & Frazer Moleketi 950	Application for funding is submitted	Formalise area and apply for funding for services linking to housing delivery programme	COGHSTA to avail funding	ED: Infrastructure and Services	R0	R13m
		Lerato Park 2700	Feasibility study is approved	Approve bulk feasibility study	MUNICIPALITY, CO HSTA, DBSA, COMMERCIAL FUNDERS to avail funding	ED: Infrastructure and Services	R0	R1.8 bn
		Solly Legodi	As above					
		Insufficient Capacity at Homevale WWTW, which is currently at 30ML/day current capacity	33 – 35 ML/day accommodated at the plant Funding solicited to expand the treatment works	Continue to implement the refurbishment project with MIG funding;  Decide on options of expanding the works; secure financing for identified option; Source funding for expansion of the works	Funding assistance from relevant sectors e.g. DWA; DBSA; COGHSTA	ED: Infrastructure and Services	R33m	R200m
		Insufficient Capacity at Beaconsfield WWTW which is currently at 8ML/day	The quality of water will be improved	R1.4m allocated by De Beers for refurbishment  Allocated budget for the Design in the 2010/11 FY and for implementation in 11/12 FY	Support from relevant sectors e.g. DWA; DBSA; COGHSTA	ED: Infrastructure and Services	R15m	R15m
		Insufficient Capacity at Ritchie WWTW which is currently at 0.5ML/day	Planning and Design will be completed	Allocated in current FY design fees and next FY for rehabilitation	Support from relevant sectors e.g. DWA; DBSA; COGHSTA	ED: Infrastructure and Services	R11m	R11m
		Backlogs Soul City 288	Total backlog will be eradicated	Avail additional funding required	N/A	ED: Infrastructure and Services	R1m	R5m
		Tsweleng 491;	Application to DoE for funding submitted	Eradicate Soul City backlog so as funding may be availed for other projects. Resolve issue of 60AMP/20AMP level of service funded by DoE	DoE to avail funding	ED: Infrastructure and Services	R0	R9.820m
1.3	Access to electricity							

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Allocated	Projected
		Donkerhoek 540;	Application to DoE for funding submitted	Eradicate Soul City backlog so as funding may be availed for other projects. Resolve issue of 60AMP/20AMP level of service funded by DoE	DoE to avail funding	ED: Infrastructure and Services	R0	R10.8m
		Greenpoint 1262	Process to formalise the area initiated Application to DoE for funding submitted	Formalise area Eradicate Soul City backlog so as funding may be availed for other projects. Resolve issue of 60AMP/20AMP level of service funded by DoE Implement current funded project of 262	DoE to avail funding	ED: Infrastructure and Services	R0	R25.2 mil
		Roodepan 2200	Process to formalise the area initiated	Formalise Area Eradicate Soul City backlog so as funding may be availed for other projects. Resolve issue of 60AMP/20AMP level of service funded by DoE	DoE to avail funding	ED: Infrastructure and Services	R0	R44m
		Promiseland 700	Application to DoE for funding submitted	Eradicate Soul City backlog so as funding may be availed for other projects. Resolve issue of 60AMP/20AMP level of service funded by DoE	DoE to avail funding	ED: Infrastructure and Services	R0	R14m
		Lerato Park 2700	Application to DoE for funding submitted	Eradicate Soul City backlog so as funding may be availed for other projects. Resolve issue of 60AMP/20AMP level of service funded by DoE	DoE to avail funding	ED: Infrastructure and Services	R0	R54m Excl Bulk Electricity
		Solly Legodi	Same as above					
		Motswedimosa & Frazer Moleketi 950	Eskom engaged to supply electricity	Request action plan from Eskom	Eskom to finance the project	ED: Infrastructure and Services	R0	R19m



No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Allocated	Projected
		Riverton 90		Await restitution case to be finalised	Department of Land Affairs to finalise the restitution case	ED: Infrastructure and Services	R0	R1.8m
		Insufficient Electricity supply capacity which is 120 MVA currently	Application to Eskom for additional 80 MVA capacity submitted	Application for additional capacity of 80MVA; Loan application underway	Eskom to speed up implementation	ED: Infrastructure and Services	R69m	R69m
		Upgrade electricity network to accommodate the increased supply		Upgrade electricity network/facilities to accommodate additional capacity; Loan application underway	DBSA and other Financial Service providers	ED: Infrastructure and Services	R0	R500m
1.4	Refuse removal and solid waste disposal	Backlog of households not receiving a basic weekly refuse delivery service. Platfontein, Goggapomp, Lerato Park and Ivory Park do not receive any services. Estimated at 4300 units	A weekly refuse removal service at Platfontein, Goggapomp, Lerato Park, Tswelelang and Ivory Park is provided. To be implemented by 01 June 2010. <b>A refuse removal plan will be developed and distributed to the communities by 14 May 2010</b>	Revise operational budget.  Review of vehicle fleet and purchase of additional vehicles to enable proper service delivery.  <b>Ensure that additional personnel are acquired to render the services</b>	N/A	ED: Community Services	Financial yr 2009/10 : R31 274 802  Financial yr 2010/11 : R33 756 336	Financial yr 2010/11 : R45 056 336
		Aged fleet, unserviceable of vehicles hamper service delivery.	Serviceability of vehicles dramatically improved.  Preventative maintenance procedures are in place	Refurbish existing vehicles.  Plan for purchase of vehicles and equipment.  Preventative maintenance procedures are developed	N/A	ED: Community Services	R0	R0
		Shortage of vehicles eg. Refuse compactors. LDV's, grap trucks and load luggers	Additional refuse compactors to assist with service delivery rented.  2 refuse compactors purchased	Rental of additional refuse compactors to assist with service delivery.  Purchase of additional vehicles (2 refuse compactors).	FBDM	ED: Community Services Supply Chain Management Unit	R400 000	R0

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Allocated	Projected
	Negative audit report on compost yard	Compost yard is closed in order to conduct feasibility study.	Feasibility study conducted by September 2010	Close the compost yard Conduct the feasibility study.	N/A	ED: Community Services	R200 000	R0
		Lack of infrastructure – cleansing, street sweepers and landfill site.	Restoration programmes implemented at existing facilities Required infrastructure developed Landfill site infrastructure improved Operations at the landfill site improved	Plan and implement restoration programs at existing facilities. Plan and develop required infrastructure so as to ensure an efficient service. Landfill site infrastructure to be improved in short and medium term. Improve operation of landfill site to required standards.	FBDM Dept of Environmental Affairs	ED: Community Services	R800 000	R0
		Lack of proper control procedures and systems.	Control procedures within cleansing services reviewed Control procedures implemented by 01 Aug 2010.	Review all control procedures at policies within cleansing services. Implementation of control procedures eg. Internal Audit.	N/A	ED: Community Services	R0	R0
		Illegal dumping	Environmental cleansing projects are in place By-laws on illegal dumping and other regulations are enforced	Implementation of environmental cleansing projects (EPWP) to alleviate illegal dumping. Enforce by-laws and other regulations. <b>Awareness campaign to educate community</b> <b>Erect signs to prohibit dumping</b> <b>Initiate environmental cleaning project to eliminate illegal dumping in ALL municipal areas.</b>	Department of Labour regarding EPWP	ED: Community Services 120 contract workers	R0	R0

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Allocated	Projected
	Waste management plan	No waste management plan in place	Waste management plan to be developed by December 2010	Re-implementation of mayoral project Plan and implement recycling projects as pilot projects.	Mayor Private enterprise Dept of Labour.	ED: Community services	N/A	N/A
1.5	Access to municipal roads	Maintenance Backlogs 84km surfaced roads	27.8km roads will be surfaced	SANRAL to intervene regarding N12 condition/Issue; COGHSTA and DoT to assist with funding Programme for gravelling of roads by 30 June 2010 for implementation July 2010 Councillors work on priority list for covering ALL wards		ED: Infrastructure and Services	R30.4m	R100m
1.6	Formalisation of informal settlements	207km gravel roads Informal areas not formalised IHSP in draft form	5.1km of gravelled roads to be paved Approved IHSP Application to COGHSTA re: Formalisation of areas	Ensure current allocation is fully implemented. Source additional funding to eradicate backlogs Submission of Bplans to COGHSTA Approve draft IHSP	COGHSTA and DoT to assist with funding COGHSTA	ED: Infrastructure and Services ED: Infrastructure and Services	R13.8m R0	R440m R2mil
2.	Public Participation							
2.1	Functionality of Ward Committees	Not all ward committees are functional. Ward committee policy is in draft stage.	Ward based planning of IDP and CAPEX All ward committees to be functional Ward committee policy to be implemented by 1 July 2010.	Developed a ward committee policy Encourage establishment of street committees that feed into ward committee Implement ward committee policy Do audit on ward committees	None	Speaker	R2 800 000	R3.36 million

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Allocated	Projected
2.2	Broader public participation policies and plans	There is no broader public participation on policies on plans.	That community are consulted as far as policies and plans are concerned. That meetings are planned and scheduled.	Council to ensure participation Improve participation process to be more frequent than focusing on Budget, Budget related policies and IDP	SALGA, Dept of Social Development	Administration and Political	R0	R0
2.3	Public Communication systems	No public communication system	Communication strategy or policy be developed	Develop a policy Adopt the policy	None	Policy Unit	R0	R0
2.4	Complaints management systems	No complaints management policy in place but there is a system in place for logging and follow up	<b>Develop a complaints management strategy by August 2010</b>	Adopt the policy Report to ED's on effective resolution of problems with key focus on time taken to resolve and effectiveness <b>Effective use of IT system in management of complaints</b> <b>Report on turn around time and effective resolution of problems</b> <b>Submission of reports to Organisational Development</b>	SALGA COGHSTA	Speaker, MM, Communications Unit	R0	R250 000
2.5	Front Desk Interface	There is no front desk interface in the municipality.	Review the front desk arrangement for effectiveness	Develop a front desk document	None	Internal	R0	R100 000
3.	Governance							
3.1	Political Management and Oversight							

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Allocated	Projected
3.1.1	Stability of Councils	Ordinary Council meetings takes place monthly (12 meetings)excluding special council meetings  Committees do not have delegated authority, approval done by Council	Bi monthly meetings are held (6 meetings in a year)	Ensure Council meet on a bi-monthly basis	SALGA and COGHSTA	MM/ Speaker /ED: Corporate Services	R0	R0
		Council Secretariat / Committee is not functioning effectively	Council Secretariat / Committee is strengthened	Training of the Secretariat to effectively administer Council	N/A	Speaker MM	R0	R0
		No Council register on resolutions taken in Council	Council Resolution register in place by June 2010	MM to ensure that a resolution register is developed  Resolution taken through Council on a quarterly basis	N/A	MM	R0	R0
		Only two Councillors are full time Mayoral Committee members	Mayoral Committee is established Follow up with the MEC by May 2010	Mayor to make a follow up with the MEC on submissions with regard to the Mayoral Committee	COGHSTA	MAYOR MM	R0	R0
3.1.2	Delegation of functions between political and administra- tion	Delegation of powers policy is in place and adopted by Council	Delegation of powers policy is reviewed  Compulsory Council and management workshop  Portfolio Committees reviewed by end of July 2010	Review of the Delegation of powers policy  To workshop the Executive Mayor, Speaker, MAYCO, Council and Management  Review the number of Portfolio Committees	SALGA COGHSTA	Facilitator within the municipality  (ED: Corporate Services, CFO, MM)	R0	R0



No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Allocated	Projected
3.1.3	Training of Councillors	29 Councillors were trained on Executive Leadership Course and CPMD (Wits)	27 Councillors will have started training on CPMD – Councillors would have completed the 7 <sup>th</sup> module  Councillors will also be trained on other identified areas  Skills audit for Councillors conducted by May 2010	Remaining Councillors are registered into the CPMD  Implementation of Workplace Skills Plan  Arrange ongoing in- house training for Councillors  Conduct Skills audit for Councillors	LGSETA, SALGA, SPM	HR and Speaker's office	R900 000	R1 000 000
3.2	Administra- tion							
3.2.1	Recruitment, Selection and Suspension of employees	Municipality did not follow the recruitment and selection procedures when making appointments  Disciplinary cases are taking long to be resolved	Recruitment, Selection, retention and wellness policies are reviewed and adopted by Council  Skills retention policy is developed  Collective agreement timeframes are adhered to (Suspensions are minimised)	Re-submit policies for adoption by Council  Councillors go through a workshop on these policies before they are taken through Council  Develop the skills retention policy  Management to implement the disciplinary code and adhere to the code	SALGA	HR Employment Relations	R15 000	R16 000
3.2.2	Vacancies	CFO, Community Services and Internal Audit Manager positions are vacant  Section 56 Managers that are not executives	Vacant ED: CFO, Community Services and Internal Audit Manager positions to be filled	Advertise positions Appointment	COGHSTA	Council MM	R0	R0

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Allocated	Projected
3.2.3	Vacancies in other levels	432 vacancies exists  There are appointed people that are displaced	Employee audit is conducted to ensure realignment  Structure is reviewed and aligned to the IDP  Skills audit is conducted	Audit of employees is conducted  Start a process of reviewing the current structure – benchmarking against other municipalities  Conduct the skills audit  Train excess employees for realignment to the structure	COGHSTA	MM HR	R0	R0
3.2.4	Top 4 appointed with signed Performance Agreements	MM and Permanent ED's performance agreements concluded	All Performance agreements for Section 56 Managers will be completed by July 2010 for the new financial	Mayor to ensure that the MM has signed the performance management contract  MM to ensure that the EDs have signed their performance management contracts	COGHSTA SALGA	MM HR	R0	R0
3.2.5	Organisational Performance Management System	PMS framework is in place but not approved by Council	PMS policy is approved by September PMS Workshops are held by September Concluded Performance agreements signed with level 6 employees	PMS Policy is tabled before Council for adoption  Conduct workshops with employees on the PMS  Management ensures that performance agreements are signed	SALGA, UNION	HR	R0	R0
3.2.6	Skills development for employees	WSP is in a draft format and not adopted by Council	By June WSP is adopted by Council and submitted to LGSETA	Skills audit is conducted  Completion, submission and approval of WSP 2010/2011	LGSETA , SALGA	HR	R0	R3.5 mil
3.3	Labour Relations							

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Allocated	Projected
3.3.1	Functionality of Local Labour Relations	LLF established	LLF fully functional	1 Meeting per month To ensure involvement of Councillors	SALGA	HR Management MM Councillors Labour	R0	R0
4.	Financial Management							
4.1	Operation Clean Audit	9 Disclaimers received	Progress reports to Executive Mayor and Council is submitted by 14 May 2010  Audit Committee	Complete action plan on Clean Audit Report Strategy  Tabled to Council in June Implementation  Appoint an external expert to assist with evaluation of reports on progress made and independently report to EMT and AC  Monthly follow up on progress with the action plan	FBDM	Municipal Manager, CFO,  Senior Managers, Senior Officials	R700 000	R300 000
		CFO position is vacant Internal Audit Manager position vacant						
4.2	Revenue enhancement	<b>Currently collection rate is less than 80%.</b>  <b>The municipality has no revenue enhancement strategy</b>  Escalating debtors book due to under collection	Improve collection rate to 85% -90% average per annum  <b>Develop a revenue enhancement strategy by August 2010</b>	Correct billing and keep interims readings to less than 5% of total population  MM must table report on pilot project on incentives to Council to deal with matter.  CFO must ensure that consumers get their accounts on time	<b>SALGA, Prov Treasury and COGHSTA</b>  Provincial treasury to assist with Revenue Enhancement Strategy	CFO  Revenue management personnel	R12 million	R15 million

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Allocated	Projected
4.3	Debt management	The debt collection policy has been reviewed but not yet adopted	<b>Policy to be adopted by June 2010</b> <b>Implementers of debt collection policy should be trained as law enforcement officers by December 2010.</b>	Consultation process will resume as soon as the policy is adopted	SALGA, Prov Treasury and COGHSTA	CFO Internal staff and Committees of Council	R0	R0
4.4	Cash flow management	2 weeks coverage	8 weeks coverage	Improved collection rate	<b>SALGA, Prov Treasury and COGHSTA</b>	CFO	R0	R0
4.5	Repairs and maintenance provision	4% of total operating budget (OPEX)	Costed Operations and maintenance plans to be in place end June 2010 Unbundling be done by end June 2010 Plans to be completed by July 2010 6% of OPEX	Development of operations and maintenance plans that are costed	<b>SALGA, Prov Treasury and COGHSTA</b>	CFO	R55 million	R70 million
4.6	Capital expenditure	49% spent	85% spending by June 2010 40% spending by mid term (Dec 2010)	Proper project planning and appointment of Project Managers <b>Accelerate spending n conditional grants</b> <b>Identify all conditional grant funded projects facilitate process of application for roll over</b>	SALGA, Prov Treasury and COGHSTA	CFO	R161 million	R325 million
4.7	Indigent register	6 950 registered and benefiting	<b>Indigent policy to be reviewed and adopted by June 2010</b> <b>20 000 registered and benefiting</b>	Review the policy to fast track application and verification process through ward committees system and other alternatives <b>by June 2010</b> Public participation on revised policy as part of IDP and Budget	<b>SALGA, Prov Treasury and COGHSTA</b>	CFO	R20 million	R55 million

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Allocated	Projected
4.8	Submission of Annual Financial Statements (AFS) for audit purposes	<b>Municipality normally submits AFS in time.</b>	To have submitted the AFS to AG by 31 August 2010	Prepare compliance AFS and submit to Audit Committee for compliance review before submitting to AG <b>by 23 August 2010</b>	<b>SALGA, Prov Treasury and COGHSTA</b>	<b>MM, CFO</b>	<b>0</b>	<b>0</b>
4.9	General valuation roll	Current GV is used for the calculation of property rates and taxes. Interim valuations are done on a daily basis.	Progress with valuation of properties in preparation of new GV for 2011 <b>80% of properties must be revaluated by December 2010.</b>	Continue with valuations and interim valuation <b>The position of the City Valuer is vacant.</b> <b>CFO to initiate process of appointing a City Valuer.</b> <b>City Valuer to be appointed by 1 July 2010.</b>	<b>SALGA, Prov Treasury and COGHSTA</b>	CFO	R3 million	R3.8 million
4.10	Asset management	Asset register not compliant	Asset Management policy is approved by Council Asset register will be compliant by 31 August 2010 Infrastructure assets unbundled by 23 June 2010	Take asset management policy through Council for approval To ensure that the asset register is compliant Capitalisation of assets Recording and balancing of assets register Inventory identification and bar coding	<b>SALGA, Prov Treasury and COGHSTA</b>	CFO	R3 million	R0
4.11	Supply Chain Management	The Supply Chain Management Policy review Supply Chain Management Organisational Structure and Contracts Department Separate	Complete the review process of the policy by March 2010 Approval of policy by Council Tabling of a revised organogram of Supply Chain that encompasses functions and responsibilities executed in the Contracts Department	Approval of policy (Completed 16 Feb 2010) Approval of organogram by June 2010	<b>COGHSTA and SALGA</b>	Current staff	R0	R0

No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Allocated	Projected
5.	Local Economic Development							
5.1	LED Strategy aligned to the PGDS and adopted by Council	<b>Currently have a draft LED Strategy.</b>	<b>Workshop on LED Strategy by June 2010 – all sector departments and stakeholders to be included in workshop</b>  Council to approve LED strategy <b>by August 2010</b>  <b>LED Strategy also to be aligned to DGDS.</b>  LED strategy implementation plan is developed	Presentation to be made to Council on the LED Strategy  Develop an implementation plan for the strategy	<b>Dept of Economic Development, Dept of Land Affairs, Dept of Agriculture, Forestry &amp; Fisheries</b>	Directorate: SEDP	R0	R0
5.2	SMME support towards SMME Village	Shortfall of finance. Current allocation is R3 million.  To complete SMME Village an additional R9 million is required.	<b>Contractor appointed by August 2010.</b>  <b>Commencement of project by September 2010.</b>  <b>25% of project completed by December 2010.</b>	Approach possible funders  Tender stage is in process	Dept of Economic Development and Tourism	Directorate: SEDP  CFO	R3 million	R12 million
5.3	Ritchie Incubator	Shortfall of finance. Current allocation is R1.3 million. To complete Ritchie an additional R3.4 million is required.  Look at reducing scale of project to be done within allocated funding.	Get the funding as required by Sol Plaatje in next budget process.  Estimations by quantity surveyor will be clear by August 2010 for the contractor to be appointed.  By December 2010 allocated funds are spent and test will be finalised.	<b>Reduce scope of project.</b> Test with funding that currently have  <b>Ensure that the contractor is appointed.</b>	SEDA Frances Baard District Municipality  NYDA Khula DBSA Treasury  Dept Economic Development and Tourism	Directorate: SEDP	R1.3 million	R4.7 million



No.	Priority Turn Around Focal Area	January 2010 (Current Situation/ Baseline)	Target for December 2010 (Changed Situation)	Municipal Action	Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)	Human Resource allocated	Allocated	Projected
5.4	Establish- ment Curio shop (Tourism)	Shortfall of finance.	Business plan in place Funding proposals submitted to funder	Develop business plans Solicit Funding <b>Municipality must ensure that R1.3m must be budgeted for the 2010/2011 financial year.</b>	NCTA Dept of Economic Development and Tourism Dept of Sports Arts and Culture	Directorate: SEDP	R0	R1.3 million
5.5	Diamonds and Dorings	Shortfall of finance (R5 million)	Business plan in place Funding proposals submitted to funders	Develop business plans <b>Municipal Manager must develop a program by August 2010</b> <b>That council budgets the R1m for the event.</b> Solicit Funding	NCTA Dept of Economic Development and Tourism Dept of Sports Arts and Culture	Directorate: SEDP	R1 million	R6 million
5.6	Taxi to Galeshewe and Poetry on bus. This matter to be removed from the document.	No budget allocation within Sol Plaatje.	Business plan in place Funding proposals submitted to funders	Develop business plans Solicit Funding	NCTA Dept of Economic Development and Tourism Dept of Sports Arts and Culture FBDM	Directorate: SEDP	R0	R400 000
5.7	Incentive Strategy	Draft funding incentive strategy for business.	<b>Incentive strategy is approved by Council by December 2010 for possible inclusion in adjustment budget.</b> Summit hosted	Table incentive strategy to Council for approval		Directorate: SEDP Finance	R0	R0
5.8	Incentive and Investment Summit To be removed from document.	Formal proposals in place		Solicit Funding Host summit	Dept of Economic Development and Tourism	Directorate: SEDP	R0	R1 000 000

<b>No.</b>	<b>Priority Turn Around Focal Area</b>	<b>January 2010 (Current Situation/ Baseline)</b>	<b>Target for December 2010 (Changed Situation)</b>	<b>Municipal Action</b>	<b>Unblocking Action Needed from other Spheres and Agencies (e.g. intervention or technical support)</b>	<b>Human Resource allocated</b>	<b>Allocated</b>	<b>Projected</b>
5.9	CBD – rerouting of tram (CBD – Galeshewe via the Big Hole)	No funding. Currently busy with feasibility study.	Feasibility study is completed	Submit feasibility study to LED Committee for consideration Take through Council for Approval	<b>NCTA</b> <b>Dept of Economic Development and Tourism</b> <b>Dept of Sports Arts and Culture</b> <b>FBDM</b>	Directorate: SEDP	R500 000	R500 000
5.10	Area based manager	Position is vacant. The LM has advertised and has shortlisted the candidates.	Position to be filled by end of June 2010	Conduct Interviews Appoint suitable candidate	N/A	Directorate: SEDP and MM.	R 450 000	R0
5.11	Land Management	<b>Land audit is done</b> <b>Policy is in draft stage.</b>	<b>Legal advice incorporated in draft policy by end of May 2010</b> <b>Policy adopted by council by August 2010.</b> <b>The moratorium on land sales be lifted by December 2010.</b>	<b>Ensure that councillors are workshopped on policy.</b> <b>A report on the land audit to be submitted to Council.</b> <b>Ensure that council adopts the land management policy.</b>				

## **ANNEXURE 4**

# SOL PLAATJE MUNICIPALITY: SPACE-ECONOMIC DEVELOPMENT STRATEGY

At the heart of the Sol Plaatje's Refined Development Strategy is institution building. Without a strong, well-managed municipal institution, the Sol Plaatje Municipality will not be able to meet its challenges.

There are a number of dimensions to this strategy point.

The first relates to financial planning and management. A 2008 assessment by the National Treasury identified serious financial challenges:

- Operating and capital budget estimates are not credible. The operating revenue estimates are based on billable, rather than collectable revenue. The revenue, therefore, appears to be overestimated.
- Increasing reliance on national grants to fund the capital budget is a cause for concern. A rapid decline in borrowing and own source funding for capital over the medium term signals a deteriorating financial position.
- A lack of multi-year budgeting discipline in the municipality, as the spending priorities are highly erratic and inconsistent with the IDP goals. There no financial plan and associated strategies consistent with the IDP spending priorities.

The second dimension relates to human resource management within the Municipality.

The political-administrative interface has inhibited the efficiency and effectiveness of the municipality and its ability to deliver on agreed to priorities.

Inadequate performance management, a lack of team work and individual accountability at executive management level has further contributed to tardy delivery.

A lack of discipline with regard to the management of the expansion of the staff establishment has resulted in a growth in numbers and in cost, but not an increase in capacity and productivity. The municipality therefore remains critically under-capacitated in areas such as project management, engineering, planners, economists as well as middle management and line supervisors.

In view of the overview of critical institutional interventions required in the immediate term, the following actions should be planned and implemented under the guidance of the political leadership of the municipality:

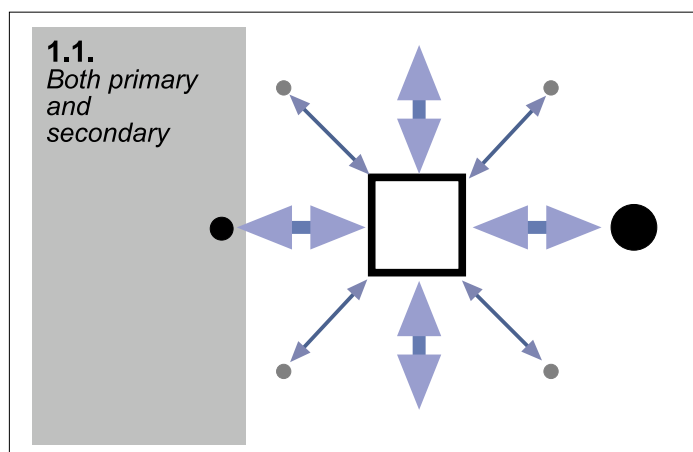
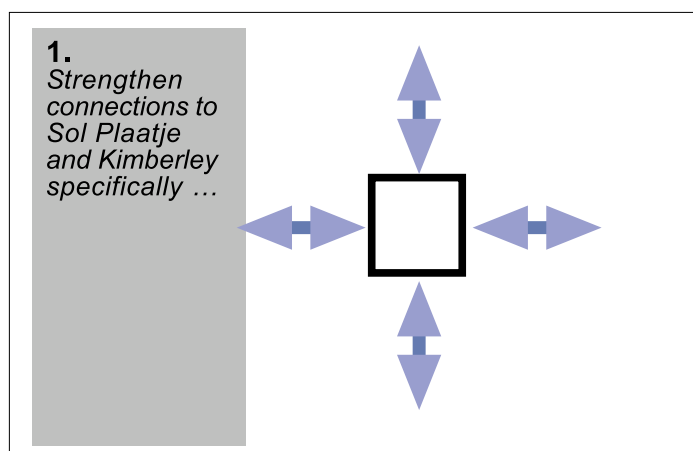
- Attend to the up-skilling of the Municipal Manager's Office with the view to properly fulfill the role of Chief Accounting Officer of the Municipality;
- See to the establishment and maintenance of a proper system of integrated management at the top of the administration;
- Secure the appointment of technically qualified staff at operations management level in the areas of electricity, water and sanitation, and program and project management in the infrastructure and services functional area;
- Review, re-engineer and equip managers and staff with the skills required to maintain and constantly improve the following critical systems; (1) the procurement system, (2) the debt management and

revenue enhancement systems of the municipality, (3) the system of political decision-making, and by implication the system of integrated management at the top of the municipal administration, and (4) the planning, monitoring, evaluation and reporting systems of the municipality.

The refined strategy further comprises seven key points, presented below.

## 1. Strengthen critical connections

The first key point is for the Municipality to strengthen critical connections between its broader jurisdictional area and Kimberley specifically. The municipality is part of a broader settlement system, and will not sustain itself without strong connections to other settlements, their needs, or activities within them.



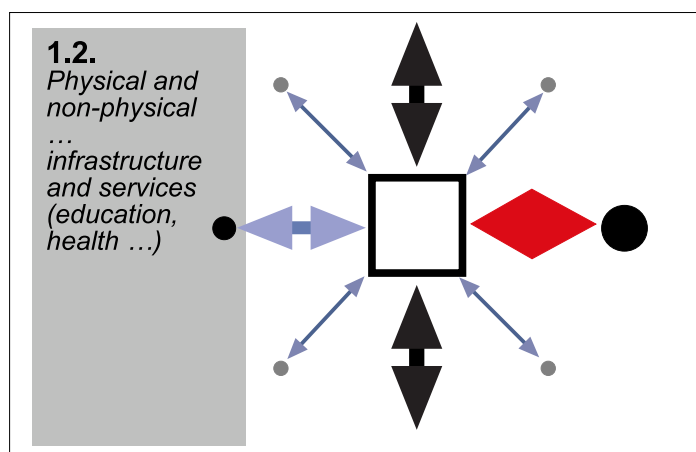
Connections are both of a primary and secondary nature. Primary connections refer to those where Sol Plaatje (or Kimberley as the main settlement within the Municipality) fulfils specific service functions to other settlements. Apart from providing services related to its position as the provincial capital, the city also functions as a prime regional social and commercial services centre to a substantial hinterland, including some eight smaller urban settlement areas.

Secondary connections refer to those where Sol Plaatje needs to define its role in relation to bigger settlements and their activities. For example, the impact of Mangaung on Sol Plaatje's development has raised concern; Sol Plaatje appears to have grown more slowly than Mangaung because it offers less choice and fewer agglomeration opportunities. This is perhaps true, but Sol Plaatje can also benefit from the strength of Mangaung.

Connections are of a physical and non-physical nature. Physically, it is important to maintain infrastructure connections to and through Sol Plaatje. The state of the N12 has been a concern for some time, as inter-regional traffic, which supports services at intermediate settlement points, prefers to use the route via Mangaung. Non-physical connections refer to relationships between settlements and institutions and their activities, including the role of Sol Plaatje in a government or non-government service delivery system.

In practical terms, this strategy point implies:

- Maintaining and strengthening Kimberley's role as a centre for social and commercial services to smaller settlements. Specifically, the role of Kimberley as a centre for education, medical care and specialised commercial services should be supported by the municipality and all residents. This could result in special service relationships or agreements between the Municipality and the relevant institutions.
- Actively maintaining and growing the relationship between Sol Plaatje Municipality and provincial government and the role of Kimberley as the seat of provincial government services.
- Strengthening the role of Kimberley to accommodate "satellite" functions to major activities in Mangaung, demanding on-going awareness of Mangaung's growth dynamics and challenges, and carefully positioning Sol Plaatje Municipality to benefit from these.
- Advocacy and investment related to key infrastructure connections between Sol Plaatje Municipality and surrounding settlements, large and small (with the N12 as a priority).

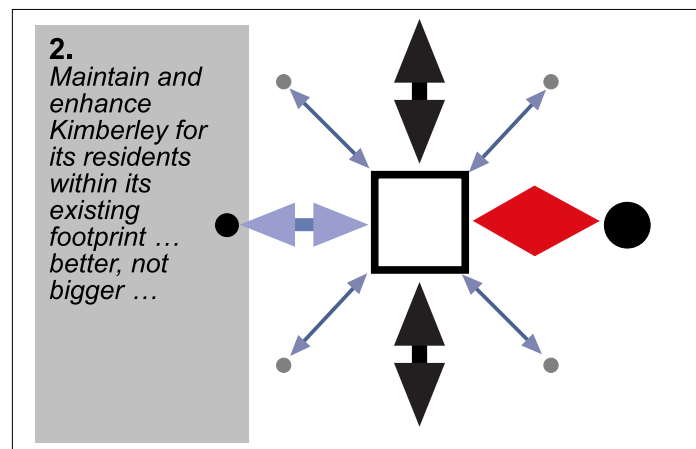


## 2. Maintain and enhance Kimberley and existing outlying settlements as sustainable, attractive centres of living, services and work within their existing footprints

Related to maintaining and strengthening critical connections to the Municipality is managing Kimberley and existing outlying settlements as sustainable, attractive centres of living, services and work. Kimberley will not prosper without critical connections in a broader settlement pattern and it cannot hope to maintain or

strengthen these connections unless it is maintained as a place worth living and working in.

This aspect has a number of dimensions. The first relates



to service infrastructure, the basis for activity of all kinds in the city. Bulk infrastructure refurbishment, extension and maintenance have been under severe stress in the Municipality for a number of years, limiting opportunity for new investment and the viability of existing places of living, services and work. Creative partnerships will be required to plan, fund and implement the necessary work.

The context for infrastructure management and improvement should be to make Kimberley "better, not bigger". There has been considerable pressure for further lateral expansion of Kimberley (as land prices on the edges of the city are lower than in established areas). This, however, will have significant implications for the cost of providing municipal services, will draw "energy" and activity from existing areas, will undermine existing investment in infrastructure and facilities, and will detract from convenience as a result of longer travel distances.

The second dimension is therefore to maintain the existing footprint of Kimberley and outlying settlements as far as possible. Within a contained settlement, agglomeration opportunity, service efficiency and ease of movement can be maximised.

The third dimension is to focus on quality social services and facilities. Social facilities – schools, clinics, libraries, public transport interchanges, and so on – are basic building blocks of settlements. Social facilities assist in the personal development of citizens. They are truly productive facilities.

The fourth dimension is to facilitate job creation as far as possible. Jobs come both from the public and the private sector and both will be better able to provide jobs if the municipality attends to its core business – ensuring that everyone has access to efficient, reliable and cost effective services. Where the municipality is not directly responsible for crucial services, for example in education and skills development, telecommunications and national roads, it needs to lobby and cajole other departments and agencies on behalf of the citizens.

The fifth dimension is to provide for the housing needs of residents. In this respect the municipality should make the effort to develop a properly informed and stratified human settlement plan. "Housing needs" in the Sol Plaatje context has become synonymous with the building of RDP houses. The needs may be far more differentiated and the delivery options far more varied than the "one size fits all" approach taken by the municipality to date.

The sixth dimension is to improve the quality of public space in Kimberley. Situated within a harsh, hot environment, Kimberley should be maintained as a caring "oasis", a place of refuge. As illustrated in earlier township development programmes for Kimberley, extensive planting of trees for shade in public space can significantly assist to promote these qualities.

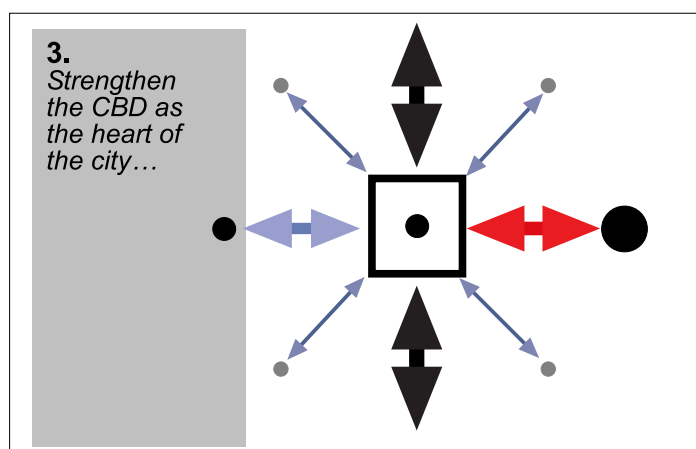
The seventh dimension is to manage services on a more sustainable basis. While containment in itself provides advantages for sustainability, the Municipality can also enhance energy efficiency in its own facilities and other programmes to use natural resources frugally.

In practical terms, this strategy point implies that the Municipality should:

- Plan and seek funding and implementation partners for a comprehensive infrastructure refurbishment, extension and maintenance plan for the Municipality.
- Favour infill development and use municipally owned land and service provision arrangements (for example, the tariff system) to support this strategy.
- Ensure adequate resourcing for the maintenance and expansion of key social services.
- Maintain and extend earlier work to establish a "green web" of street trees and parks throughout the Kimberley.
- Introduce a suite of "green-building" regulations, applicable to all development in the municipality and lead and show-case the "green-building" practice with immediate effect in all government sector driven development and through retrofitting of existing facilities.
- Establish and maintain excellent relationships with the other public sector departments and agencies based in Kimberley, including the State Owned Enterprises. Together, all the different parts of the public sector are the mainstay of Sol Plaatje's economic future.

### 3. Strengthen the Kimberley CBD as the heart of the City and Municipality

The Kimberley CBD remains the economic and institutional heart of the Sol Plaatje Municipality. The viability of the CBD is critical in maintaining the role of Kimberley as a service centre to surrounding settlements, a place worthy of connecting to. The viability of the CBD is also critical to the city's ability to provide opportunities for new enterprises to emerge.



Decentralised development has harmed the viability of the Kimberley CBD, drawing from its energy and agglomeration benefits. Associated negative perceptions, investor insecurity and a dispersed municipal focus have led to gradual deterioration of the public environment and quality of services, in turn deterring public support.

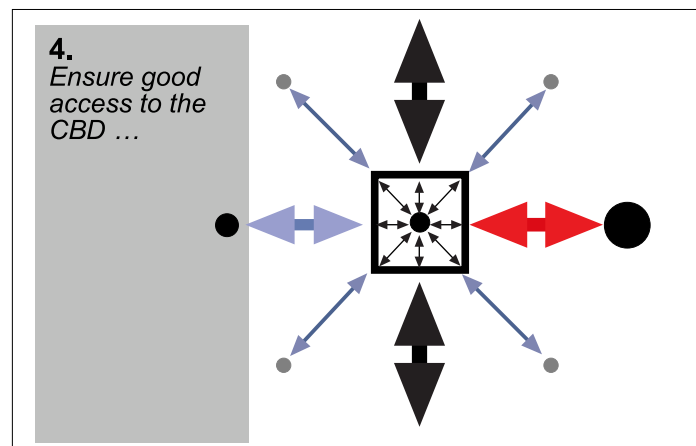
Considerable planning has been undertaken aimed at increasing the physical attractiveness, user convenience and safety of the CBD. However, very little of this work has been implemented.

In practical terms, strengthening the Kimberley CBD as the heart of the city implies that the Municipality should:

- Implement work to increase the physical attractiveness, user convenience and safety of the CBD.
- Maintain and strengthen key institutions located in the CBD.
- Explore partnerships in managing the CBD as a special district of the city.

### 4. Ensure good access to the CBD and between neighbourhoods

Critical to maintaining the CBD is ensuring convenient



access to it from and between surrounding neighbourhoods. It would be true to say that access to the CBD is currently not convenient. If anything, users are actively encouraged to seek other more convenient locations for commerce and other activities. In many ways, Kimberley's neighbourhoods are trying to provide for all needs locally rather than establishing a system of interdependent, linked neighbourhoods.

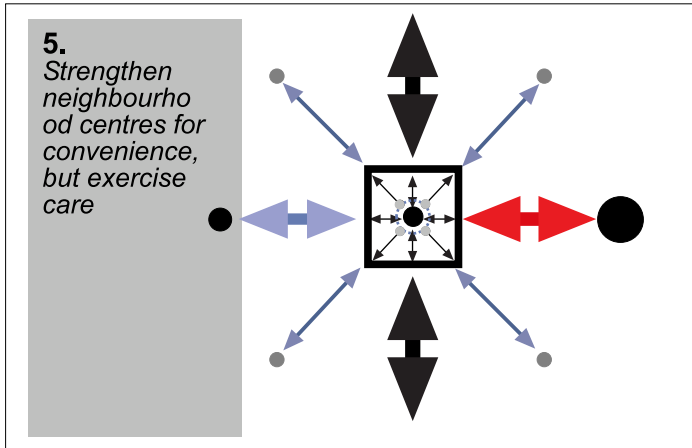
In practical terms, this implies that the Municipality should:

- Rationalise the main motorised and non-motorised access routes to the CBD and between neighbourhoods.



## 5. Strengthen neighbourhood centres for convenience

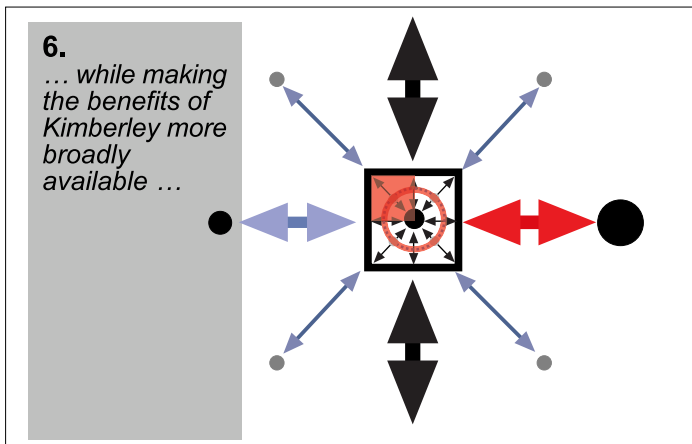
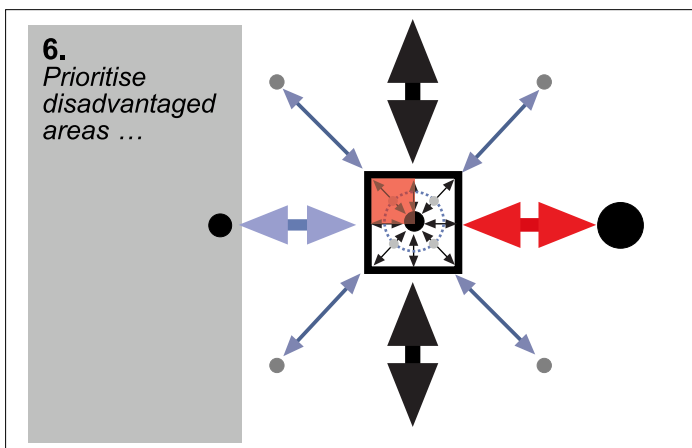
Neighbourhood centres are needed to provide in the daily needs of residents in defined areas for commercial and social services. However, these centres should not individually or collectively compete with the CBD, in that way harming Sol Plaatje's overall position as a service centre or the Municipality's ability to facilitate job creation.



In practical terms, this implies that the Municipality should:

- Carefully manage the establishment of new decentralised neighbourhood centres and decentralised work centres so as to provide for local convenience while not detracting from the CBD.

## 6. Prioritise improvements to disadvantaged areas while making the benefits of Kimberley more broadly available



The Municipality has made significant progress in improving living conditions in disadvantaged areas, ranging from the provision of housing to eradicating service backlogs and improving the quality of public space. Nevertheless, it is important to also make the benefits of Kimberley more broadly available to all residents, specifically through the provision of housing in areas well-located in relation to the CBD.

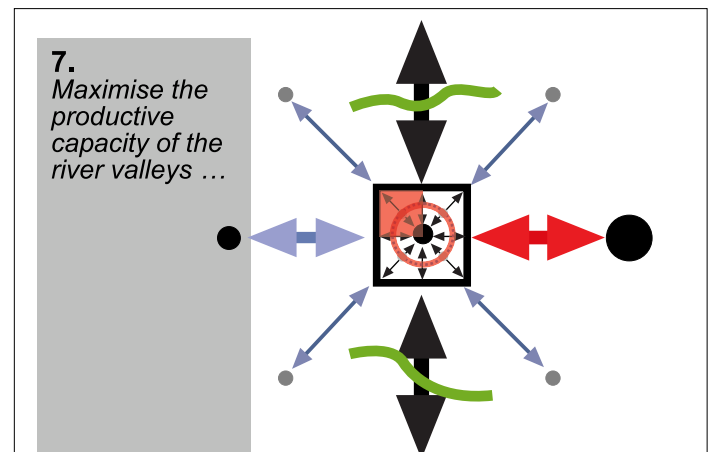
In practical terms, this implies that the Municipality should:

- Continue with service programmes in disadvantaged areas but also actively work towards making the benefits of Kimberley more broadly available to all residents. An example of this could be to undertake a program of de-concentration and clustering of public services and public facilities in targeted outlying disadvantaged settlements.

## 7. Maximise the capacity economic potential of the river valleys

In practical terms, this implies that the Municipality should:

- Adopt a realistic policy with regard to how the new property rating system affects the viability of rural enterprises, and allow for differentiation in rating for specified development zones with the view to stimulate appropriate development in the river valleys and surrounding agricultural areas.



## **ANNEXURE 5**

# Multi-year Municipal Performance Plan 2010/11 - 2012/13

Key Performance Area	MTAS Focus Area	IDP Strategic Objective	Key Performance Indicator	Measurement unit
Local Economic Development	Local Economic Development	1.1 To provide an enabling environment for LED in SPM within the context of National and Provincial Frameworks	Tacit agreements with organised business, labour, civil society and other spheres of government regarding the role and responsibilities of the Municipality via LED	Signed agreements
				% of Budget dedicated to undertakings
				Tangible implementation successes
			Led programmes and initiatives tangibly demonstrates IDP, SDF and IHSP Objectives	Development approvals, as reflected in Council resolutions, in line with IDP, SDF and IHSP Objectives
			Review of LED strategy	Council to approve a reviewed LED strategy by August 2010
				LED Strategy also to be aligned to DGDS
				LED strategy implementation plan is developed
			Local Economic Development incentive strategy developed by 31 December 2010	Incentive strategy is approved by Council by December 2010 for possible inclusion in adjustment budget
			Review of Land Policy annually	Land Policy adopted by council by August 2010
				Implementation of Land Use Management system by June 2011
				Compilation and implementation of town planning by-laws
			Registration of Townships	Township Establishment Registration for ownership by identified and verified beneficiaries
			Review of SDF annually	Effective implementation of SDF, for better alignment with other sector plans as identified in IDP
			LED, GURP and NDPG initiatives tangibly enhances densification and equitable access to public amenities aligned to SDF	Physical location indicated on maps (as built plans)
		1.2 To initiate, lead and sustain an investment environment for job creation in the SPM Area	Agreement with external stakeholders on nature and focus of investment plan for job creation	Agreed to Investment and Job Creation Strategy
				Establishment of LED forums
			Number of jobs created through initiatives of the SPM (including LED, EPWP, capital, maintenance etc)	Man-days jobs provided: LED initiatives
				Man-days jobs provided: Projects
			Development and implementation on the Inner City Revival program	# projects implemented from Inner City Revival programmes

Department/ Directorate	KPI Owner	Base-line (31/12/09)	Annual Target 2010/11	Annual Target 2011/12	Annual Target 2012/13
Strategy & Economic Development	ED:SEDP	New	3	4	5
Strategy & Economic Development	ED:SEDP	0	100%	100%	100%
Strategy & Economic Development	ED:SEDP	New	100%	100%	100%
Strategy & Economic Development	ED:SEDP	New	100%	100%	100%
Strategy & Economic Development	ED:SEDP	100%	100%	0%	0%
Strategy & Economic Development	ED:SEDP	New	100%	0%	0%
Strategy & Economic Development	ED:SEDP	New	100%	100%	100%
Strategy & Economic Development	ED:SEDP	Existing KINA Incentives	100%	100%	100%
Strategy & Economic Development	ED:SEDP	New	100%	100%	100%
Strategy & Economic Development	ED:SEDP	New	80%	100%	100%
Strategy & Economic Development	ED:SEDP	New	80%	100%	100%
Strategy & Economic Development	ED:SEDP	New	100%	100%	100%
Strategy & Economic Development	ED:SEDP	New	80%	100%	100%
Strategy & Economic Development	ED:SEDP	Existing locations	25%	100%	100%
Strategy & Economic Development	ED:SEDP	New	1		
Strategy & Economic Development	ED:SEDP	New	4		
All	ED:SEDP	29,442	30,000	35,000	40,000
All	All ED's	205,429	249,733	300,000	300,000
Strategy & Economic Development	ED:SEDP	New	1	2	3

Key Performance Area	MTAS Focus Area	IDP Strategic Objective	Key Performance Indicator	Measurement unit
Basic Service Delivery		1.3 To leverage municipal assets and the municipal procurement process with the view to stimulate redistribution and growth	% of procurement budget spent on procuring goods and services from local service providers	% budget spent
			Support Strategy towards SMME Village in place by 30 September 2010	Contractor appointed by August 2010
			% of procurement budget spent on procuring goods and services from local BEE and SMME service providers annually	Commencement of project by September 2010
	Service Delivery	2.1 To ensure adequate provision and maintenance of bulk infrastructure	A planned, prioritised, costed and environmentally sound municipal infrastructure investment framework (MIIF) completed by 30 June 2010	% progress in preparing and approving the framework
			At least 7% of operational budget spent on O&M of infrastructure in line with the MIIF	% budget spent
			Develop a project prioritisation model.	% progress on the development of a prioritisation model
			Align IHSP, CIP and Funding Strategy on a multi-year perspective (Housing, infrastructure and Funding availability - Housing subsidies, MIG/PIG/GURP/NDPG funding etc.) Ensure alignment with Provincial and National Budgets by 30 June 2011	% progress in alignment
			Re-assess Alternative Service Delivery Framework and prioritise actions to be implemented (Core and non-core functions service delivery options) by 30 June 2011.	% ASDF assessed and adopted Implemented
		2.2 To ensure sustainable delivery in respect of water and sanitation, electricity, solid waste management and roads and stormwater services to all residents of SPM	Capital spent as % of total Budget in Top Quartile of bench mark Municipalities	Position in annual publication of capital spent of benchmark municipalities (20-25%)
			An integrated Environmental Management Plan developed by 31 Dec 2010	% progress in completing and approval of Plan
			An integrated Waste Management Plan developed and implemented by 30 June 2013	% progress in completing and approval of Plan
			3,050 of additional households in formal areas with a metered water connection by 30 June 2013 ( <b>Total Backlog 8,290 includes informal settlements</b> )	No. of households
			3,050 additional households in formal settlements with sanitation by 30 June 2013 ( <b>Total Backlog 8,290 includes informal settlements</b> )	No. of households
			1,240 additional households with basic water service in informal areas by December 2010	Development approvals, as reflected in Council resolutions, in line with IDP, SDF and IHSP Objectives
			740 additional households with basic sanitation service in informal areas by December 2010	Development approvals, as reflected in Council resolutions, in line with IDP, SDF and IHSP Objectives

Department/ Directorate	KPI Owner	Base-line (31/12/09)	Annual Target 2010/11	Annual Target 2011/12	Annual Target 2012/13
Financial Services / All	All ED's	New	60%	60%	60%
Strategy & Economic Development	ED:SEDP	New	100%	-	-
Strategy & Economic Development	ED:SEDP	10%	80%	100%	-
Financial Services / All	All ED's	New	40%	40%	40%
Infrastructure Services	ED: Infrastructure	0%	100%	100%	100%
Infrastructure Services	ED: Infrastructure	New	7%	7%	7%
Municipal Manager	IDP Manager	New	1		
Infrastructure Services	ED: Infrastructure	New	100%	100%	100%
Municipal Manager	IDP Manager	New	100%	100%	100%
Financial Services / All	All ED's	21	17	12	8
Community & Social Development Services	ED: Community & Social Development Services	0	100%	100%	100%
Infrastructure Services	ED: Community & Social Development Services	0	100%	100%	100%
Infrastructure Services	ED: Infrastructure	500	1,700	675	675
Infrastructure Services	ED: Infrastructure	500	0	1,500	1,500
Infrastructure Services	ED: Infrastructure	Backlog - 8290	1240	1240	1240
Infrastructure Services	ED: Infrastructure	Backlog - 8290	740	740	740



Key Performance Area	MTAS Focus Area	IDP Strategic Objective	Key Performance Indicator	Measurement unit
			Water losses reduced to 15% by 30 June 2013 (Norm 10%)	% reduction
			Preparation of a Non-revenue Water Minimisation Study to reduce water losses by 31 Dec 2010	% completion of study
			Achieve 75% Blue Drop status by 30 June 2011	% blue drop status achieved
			5.1 kms of gravelled road to be paved by 30 June 2011 (Total backlog 5,1 km)	No of Km
			50 kms of roads surfaced by 30 June 2013. (Total backlog 207 Km)	No of Km
			Approved IHSP by 31 December 2010	% progress in approving IHSP
			2,400 additional subsidised houses provided in accordance with IHSP by 30 June 2013 (Total backlog according to draft IHSP - )	No. of households
			Electricity losses reduced to 12% by 30 June 2013. (Norm 7%)	% reduction
			366 additional households provided with electricity connections by 30 June 2013 ( <b>Total Backlog 8,421</b> )	No of households
			Ensuring additional 80MVA electricity supply by 31 December 2010	% progress in applying for additional capacity of 80MVA by end of December 2010
			All households (formal and informal) provided with once a week refuse removal and solid waste disposal collection by 30 September 2010 ( <b>Backlog 4,300</b> )	No of additional households
		2.3 To ensure sustainable delivery of community services to all residents of SPM by 30 June 2013	A planned, prioritised, affordable and equitable operational plan for each community service (personal health, municipal health, library, parks and recreation, emergency services, traffic services, social development) by 30 September 2010	% progress in completing and approval of Plan
Financial Viability and Management	Financial Management	3.1 To ensure sound financial management and financial sustainability of SPM by 30 June 2010	To spend 100% of the capital budget (including grants) by 30 June 2013	% spent
			To spend 100% of the operational budget (including grants) by 30 June 2013	% spent
			To implement an effective and efficient Supply Chain Management System by decreasing the no of successful appeals to 5% by 30 June 2013	No of successful appeals
			To update the Valuation Roll Annually	All properties must be revaluated by 31 December 2010
			Maintain the debt coverage ratio at current levels or at least 2:1 against net assets of the municipality	Debt coverage (Total operating revenue-operating grants received)/debt service payments due within the year)
			To reduce the ratio of outstanding service debtors to revenue to 10% by 30 June 2013	Service debtors to revenue – (Total outstanding service debtors/ revenue received for services)

Department/ Directorate	KPI Owner	Base-line (31/12/09)	Annual Target 2010/11	Annual Target 2011/12	Annual Target 2012/13
Infrastructure Services	ED: Infrastructure	42%	20%	20%	15%
Infrastructure Services	ED: Infrastructure	New	100%	100%	100%
Infrastructure Services	ED: Infrastructure	64%	75%	100%	1
Infrastructure Services	ED: Infrastructure	0	5 Km	-	-
Infrastructure Services	ED: Infrastructure	0	28 Km	35 Km	50 Km
Infrastructure Services	ED: Infrastructure	60%	100%	100%	100%
Infrastructure Services	ED: Infrastructure	886	800	800	800
Infrastructure Services	ED: Infrastructure	16.73%	16.00%	14%	13.00%
Infrastructure Services	ED: Infrastructure	136	166	100	100
Infrastructure Services	ED: Infrastructure	New	100%		
Community & Social Development Services	ED: Community & Social Development Services	0	4,300	4,300	4,300
Community & Social Development Services	ED: Community & Social Development Services	100%	100%	100%	100%
Financial Services	ED: Financial Services	40%	85%	95%	100%
Financial Services	ED: Financial Services	100%	100%	100%	100%
Financial Services	All ED's	New	<10%	<8%	<5%
Financial Services	ED: Financial Services	New	80%	100%	100%
Financial Services	ED: Financial Services	01:01	01:01	01:01	01:01
Financial Services	ED: Financial Services	28%	20%	15%	10%

Key Performance Area	MTAS Focus Area	IDP Strategic Objective	Key Performance Indicator	Measurement unit
			Increase the cost coverage ratio to 3:1 annually or maintain the current status by 30 June 2013	Cost coverage (Available cash + investments)/monthly fixed operating expenditure
			Updated indigent register for the provision of free basic services annually	% progress in updating the indigent register by 30 Sep Annually
			Implementation of a functional integrated electronic financial management system to efficiently manage the finances of the Municipality compliant to the MFMA by 30 September 2010	100% functional financial system
			Increase the municipal reserves by at least 10% per annum from the previous year's actual balance	% increase
			To have a complete and compliant Asset Register in place by 31 August 2010	% progress in completing the Asset Register
			To improve Revenue enhancement by ensuring a collection rate of 92% of billing by 30 June 2010	% collection rate
			To develop a Revenue Enhancement Strategy by 30 September 2010	% progress in completing the Revenue Enhancement Strategy
Municipal Institutional Development and Transformation	Labour	4.1 To provide an overarching framework for sustainable municipal performance improvement	To ensure that all levels of personnel on the organogram of the SPM is 100% representative and in line with the employment equity plan of the Municipality by June 2012	% representivity
			Municipal performance plan adopted and implemented by 30 December 2010	% progress in completing and adoption of the Plan
			To improve the SCM turnaround time to 6 weeks / annual contract to 3 months after the closing of tender by 30 September 2010	Turnaround time (weeks)
			To improve the turnaround time for building plan approval to 2 weeks by 30 June 2011	Turnaround time (weeks)
			To improve the turnaround time for development applications (rezonings) to 12 weeks by 30 June 2011	Turnaround time (weeks)
			To ensure 100% expenditure of the allocated budget to implement the Workplace Skills Plan annually	% expenditure
		4.2 To provide a framework for Municipal Transformation and Institution development	An approved organisation and staff establishment plan by 30 September 2010	% progress
			An approved human resource management plan with specific reference to staffing (attraction/retention), HRA, HRM and HRD by 30 September 2010	% progress
			An approved culture change programme (ethical conduct, way of work, value system change) by 30 September 2010	% progress
			To ensure effective labour relations by improving the effectiveness by conducting at least 12 successful meetings of the LLF annually by 30 June 2011	No of successful meetings of the LLF

Department/ Directorate	KPI Owner	Base-line (31/12/09)	Annual Target 2010/11	Annual Target 2011/12	Annual Target 2012/13
Financial Services	ED: Financial Services	1.8:1	02:01	02:01	03:01
Financial Services	ED: Financial Services	100%	100%	100%	100%
Financial Services	ED: Financial Services	60%	100%	100%	100%
Financial Services	ED: Financial Services	New	10%	10%	10%
Financial Services	ED: Financial Services	60%	100%	100%	100%
Financial Services	ED: Financial Services	72%	85%	90%	92%
Municipal Manager	All ED's	New	100%	100%	100%
Corporate Services	ED: Corporate Services	67%	100%	100%	100%
Corporate Services / Municipal Manager	ED: Corporate Services	15%	100%	100%	100%
Financial Services	ED: Financial Services	12	6	6	6
Strategy & Economic Development	ED:SEDP	2 weeks	2	2	2
Strategy & Economic	ED:SEDP	12 weeks	12	12	12
Development	ED: Corporate Services	45%	100%	100%	100%
Corporate Services	ED: Corporate Services	50	100%	100%	100%
Corporate Services	ED: Corporate Services	0	100%	100%	100%
Corporate Services	ED: Corporate Services	0	100%	100%	100%
Corporate Services	ED: Corporate Services	5	10	12	12

Key Performance Area	MTAS Focus Area	IDP Strategic Objective	Key Performance Indicator	Measurement unit
Good Governance and Public Participation	Governance		An approved ICT Management Plan adopted by 30 September 2010	% progress
			An integrated IT Management Information System in place and fully functional by 30 June 2013	% progress
			Complete Organisational Structure including changes required in terms of the current service delivery model of the municipality. Human Resource Strategy including staff establishment changes required with specific reference to overstaffing in support func	% progress in developing and implementing capacity building plans by 30 June 2011
				% of support programmes mainstreamed into the operations of the Municipality
		5.1 To institutionalise community based planning at strategic and operational levels	An agreed to model for community based planning by 30 September 2010	% progress
			All Wards to have Ward Plans adopted by 30 June 2013	No of ward plans adopted
			Develop and Implement new Ward Committee funding model	% Implemented
			No of ward committees functional and involved in planning and developmental activities	No of wards
			Council meet on a monthly basis	# of Council meetings
		5.2 To enhance the public profile, reputation and positioning of the SPM	Training of the Secretariat to effectively administer Council by 31 December 2011	% training of the Secretariat completed
			Council Resolution register in place by July 2010	% completion of a Council resolution register
			Council resolutions implemented on a quarterly basis	No of Council resolutions implemented as a percentage of total resolutions taken on a quarterly basis
			To ensure good cooperative governance through the attendance of Intergovernmental Structures and a well designed, updated and interactive web site linked to other spheres of Government.	% progress in development of the web site
				% attendance to IGS's
			Council adopted Communication, Marketing and Positioning Strategy (including corporate image) implemented 30 September 2010	% completion of Strategy
			Develop a complaints management plan by 30 August 2010	% progress in preparing and adopting the Policy
				% use of IT system in management of complaints
		5.3 To ensure an unqualified audit report by 30 November 2013	Ensure a clean audit report by 30 June 2011.	Turnaround time (days) on effective resolution of complaints
				% of OPCAR activities achieved
				% progress in organising revenue collection and improved billing; credit control policies - "balance the books"
				% progress in creating effective financial controls (financial stabilisation).

Department/ Directorate	KPI Owner	Base-line (31/12/09)	Annual Target 2010/11	Annual Target 2011/12	Annual Target 2012/13
Financial Services	ED: Financial Services	5%	100%	100%	100%
Financial Services	ED: Financial Services	0%	30%	65%	100%
Corporate Services	ED: Corporate Services	New	100%	100%	100%
Corporate Services	ED: Corporate Services	New	50%	75%	100%
Municipal Manager	IDP Manager	0	100%	100%	100%
Municipal Manager	IDP Manager	0	2	15	28
Council	ED: Corporate Services	New	100%	100%	100%
Council	ED: Corporate Services	14	28	28	28
Council	ED: Corporate Services	12	10	10	10
Municipal Manager	ED: Corporate Services	New	50%	100%	100%
Municipal Manager	ED: Corporate Services	New	100%	100%	100%
Municipal Manager	All ED's	New	75%	75%	75%
Financial Services	ED: Financial Services	50%	100%	100%	100%
Municipal Manager	Municipal Manager	New	80%	80%	80%
Corporate Services	ED: Corporate Services	40%	100%	100%	100%
Council	ED: Corporate Services	New	40%	100%	100%
Municipal Manager	All ED's	New	100%	100%	100%
Municipal Manager	All ED's	New	12	12	12
All	All ED's	New	100%	100%	100%
Financial Services	ED: Financial Services	95%	Monthly	95%	95%
Financial Services	ED: Financial Services	70%	95%	95%	95%



Key Performance Area	MTAS Focus Area	IDP Strategic Objective	Key Performance Indicator	Measurement unit
			Audits in terms of Internal Audit Plan completed annually	Number of reports
			Functional and effective Audit Committee	No of Audit Committee and Performance Audit Committee meetings held
			Correct preparation of financial statements and submission of financial reports	% of monthly s71 reports and Financial statements submitted on time
			Develop and roll out an Enterprise Risk Management Framework 30 September 2010	% completion and roll out of ERMF
			Ensure timely completion of legally prescribed Annual Report process annually	% progress an Annual Report process completed annually
			Ensure effective and up to date By-laws annually	% completion of By-laws revised annually
			Fully Compliant with GRAP/IFRS and GAAP by 30 June 2011	% progress compliance
		5.4 Improve the satisfaction of residents and councillors with front-line, face-to-face and over-the counter services by 2010	Customer Relations Management Strategy approved by 30 September 2010 and implemented	% progress in establishing status quo customer satisfaction
				% progress in completing Strategy

Department/ Directorate	KPI Owner	Base-line (31/12/09)	Annual Target 2010/11	Annual Target 2011/12	Annual Target 2012/13
Municipal Manager	Chief Internal Auditor	12	12	12	12
Municipal Manager	Chief Internal Auditor	4	4	4	4
Financial Services	ED: Financial Services	50%	100%	100%	100%
Municipal Manager	Chief Internal Auditor	New	100%	100%	100%
Municipal Manager	ED: Financial Services	100%	100%	100%	100%
Municipal Manager	ED: Financial Services	50%	100%	100%	100%
Financial Services	ED: Financial Services	30%	100%	100%	100%
Corporate Services	ED: Corporate Services	0	30%	60%	100%
		0	15%	55%	100%

## **ANNEXURE 6**

# **IDP BUSINESS FORUM - MINUTES OF MEETING HELD ON THURSDAY, 6 MAY 2010 AT 15:00 IN THE COMMITTEE ROOM, 1<sup>ST</sup> FLOOR, OLD WING**

## **ATTENDANCE**

P Everyday	Executive Mayor (from 15:20 to 15:30)
M Parsons	NOCCI
G van Rensburg	Ratepayers Ass.
I G Lute	Black Management Forum
P Ntuli	De Beers Consolidated Mines
M.M. Stols	S.P.M. (IDP Manager)
J van Niekerk	S.P.M. (SDBIP Officer)
J Wagner	S.P.M. (Finance Section)
Z Mahloko	S.P.M. (Acting CFO)
C Crouch	S.P.M. (Budget Office)
R Sebolecewe	S.P.M. (Acting ED. : Community & Social Dev Services)
J Britz	S.P.M. (Health Section)
L Fouche	S.P.M. (ED. : Corporate Services)

## **APOLOGIES**

G H Akharwaray	Municipal Manager
K.A. Bogacwi	ED : Infrastructure & Services
S Steyn	NOCCI

The IDP Manager welcomed all and apologises for the absence of the MM who had death in his family and the Mayor who will be joining the meeting at a later stage as he is currently attending another meeting.

Mr. Stols suggested that the meeting go ahead in the absence of the MM to give report back on progress with regard to IDP Implementation 3<sup>rd</sup> Quarter Report (2009/10 FY) as well as the draft IDP Plan for 2010/11 and also to take note of stakeholders input. It was also proposed that a follow-up meeting, where the MM is present, be convened in order to address the critical issue of infrastructure and to address the concerns of the stakeholders. The meeting agreed to have this follow-up meeting on Monday, 17 May 2010 at 17:30 in the same venue.

The IDP Manager then explained the purpose of the IDP Business Forum as a legally and formal structured communication channel between the Municipal Council and Administration with the SPM Business Community with regard to the IDP and Budget. The purpose of this meeting is therefore to discuss the report back on the progress on the 3<sup>rd</sup> quarter report for the 2009/10 IDP and Budget implementation, the strategic IDP development issues for the next MTREF period as well as the IDP Objectives and Targets for this period. Linked to this is the Local Government Turnaround Strategy which was adopted by Government in December 2009. Each Municipality must now prepare its own tailor made Turnaround Strategy aligned with the National LGTAS. Regular reporting (quarterly) also need to be rectified as it did not happen on a regular basis in the past.

The IDP Manager and the Acting CFO then did a presentation on the following (see attached presentation)

1. Third Quarter Progress Report on IDP and Budget Implementation
2. The Strategic Framework for the next MTREF period

(2010/11-2012/13)

3. The IDP Objectives for each Municipal Key performance Area as well as the Annual Targets linked to the Objectives and Indicators.
4. Introduction to the LGTAS (a detailed report on the SPM's Turnaround Strategy will be discussed at a separate meeting assisted by the Provincial Department of Cooperative Government, Human Settlement and Traditional Affairs (COGHSTA)

During the presentation the following issues were raised by the different stakeholders. These issues will be addressed during the follow-up meeting:

## **Ratepayers Association**

The Association was invited to attend a meeting at the Legislature to discuss changes to the Rates Act. Government wants to exempt the poor and indigent ratepayers from paying rates. The residents currently paying rates will therefore carry a higher burden of the rates. The principle is accepted but it must be affordable and they expect good services for rates being paid. The Association then requested a report be submitted to them indicating the amount of rates being paid per Ward. They also requested how this money is being spent by the Municipality. This report must be available at the follow-up meeting. Their view is that rates income is not being spent on assets of the Municipality and the areas where rates are being paid by residents are being neglected. Kekewich Drive, for instance, is in a very bad state for a long time and no maintenance was done on this road yet. The Association also requested a detailed list indicating the areas where road patching and resealing were done and must also be made available at the next meeting. The criteria for prioritising these specific roads must also be provided.

The Executive Mayor arrived at 15:20 and welcomed all present and apologises for not opening the meeting. He explained the importance of follow-up meetings with stakeholders and report back on projects to enable SPM to join hands with the business sector to ensure development of the municipal area, where after he returned to his previous meeting.

The Ratepayers Association also enquired why spending on LED and GURP is especially poor and wanted confirmation whether funding provided by Province is not used it has to reverted back to the Provincial Treasurer. The CFO explained that funding was only received during April 2010 and no progress on project could be made due to legal challenges at the SMME Village project by the previous contractor and if a valid reason could be given to Province funds can be rolled-over to next FY. The Association mentioned that this legal action has been going on for 2 years without avail and that the Legal Section of SPM. is not performing. De Beers mentioned that as they are also contributing towards this project, they will assist in any way to resolve the problem.

Ratepayers Association and NOCCI will take up the discussion on expenditure on Water, Sanitation and Electricity at next meeting when the MM is present.

The Ratepayers Association also enquired where SPM is getting additional power for the erecting of flood lights at the rugby stadium for the soccer as a moratorium was placed on all land developments due to shortage of power supply. Feedback must be given at next meeting. The Association also wants to know whether rates received by SPM are used to replenish its reserves as they are in the process to prove that R40-R50 m was stolen by officials of SPM. Guilty employees must be held accountable and if guilty should pay the money back to SPM.

NOCCI expressed its concern on the poor spending of funds on GURP projects. Mr. Stols mentioned that the two projects were the Galeshewe and Ritchie SMME Villages. The CFO explained that as Council is also concerned about progress on these projects, a detailed report was requested from the project managers which were submitted to Council on 6 May 2010. This information will be made available. The CFO further informed the meeting that GURP funding is a conditional grant and therefore this funding must be spent before end of June this year. NOCCI enquired if any of GURP funding is going to be allocated to the CBD as the business sector is really frustrated. There should be an equitable share of funding within all areas of the Municipality. It was explained that GURP funding is a conditional fund, specifically to upgrade Galeshewe, however these funding, including the NDPG funding should be utilised more creatively in order to obtain more benefit through the whole municipal area

NOCCI and Ratepayers Association also requested a detailed report on the staff related budget. Mr. Wagner from Financial services informed meeting that he would gladly supply the information on the budget for next FY and said information can be collected from his office.

CFO briefly discussed the tariff increases whereupon NOCCI enquired that SPM's electricity increase is only 22% while NERSA requested 25%. CFO explained that the previous year's tariff increase on electricity was already approved while NERSA's increase was less and it was too late to adjust electricity tariff accordingly thus justifying

the less 3% charged for the new FY.

NOCCI also indicated that they are seriously concerned about administrative costs of the municipality i.e employees striking for salary increases. It was explained that SPM is not directly involved in wage negotiations as these salary demands are negotiated on national level. Mr. Stols also reported, on a question from NOCCI, that Section 57 Managers were informal assessed on their individual performance for the first time by a panel and included ED : Infrastructure and Services, ED : Strategy, Economic Dev and Planning, ED. Corporate Services, PMU Manager and IDP Manager. A formal assessment will be done by end of June 2010. The assessment report has been submitted to the MM for his attention. These performance assessments are going to be cascaded to lower levels of management in the next FY. NOCCI and the Ratepayers Association indicated that they would like to see municipal staff be held accountable if they are not performing and disciplinary action should be taken against these officials. Directors and the rest of the staff should perform their duties according to expectation.

NOCCI further reiterated the fact that Businesses cannot expand due to shortage of power supply and had to cut down on their administration costs due to economic climate. Business cannot grow without infrastructure.

The CFO emphasized the importance of having regular (quarterly) meetings with the business sector in order to report back on projects and financial situation of SPM in order for to strengthen relationships and to work together as a team and to build confidence between the public sector and the business sector.

Mr. Stols thanked everyone for their valuable input and confirmed that invitations for a follow-up meeting on Monday, 17 May 2010 at 17:30 where the MM will be present will be forwarded in due course.

The meeting closed at 16:45.



# MINUTES - IDP BUSINESS FORUM FOLLOW UP MEETING HELD ON MONDAY, 17 MAY 2010 AT 17:30 IN THE COMMITTEE ROOM, 1<sup>ST</sup> FLOOR, OLD WING

## ATTENDANCE

M Thole	Speaker
A K Akharwaray	Municipal Manager
M Parsons	NOCCI
S Steyn	"
G van Rensburg	Ratepayers Ass.
P Hugo	"
N J Nel	"
I G Lute	Black Management Forum
P Ntuli	De Beers Consolidated Mines
O Mabula	ESCOM
R Sebolecwe	S.P.M. (Acting ED. : Community & Social Dev Services)
L Fouche	S.P.M. (ED. : Corporate Services)
N Tyabashe-Kesiamang	S.P.M. (ED. : SEDP)
Z Mahloko	S.P.M. (Acting CFO)
G Jeke	S.P.M. (PMU Manager)
M.M. Stols	S.P.M. (IDP Manager)
S Mathebule	S.P.M. (LED)
J van Niekerk	S.P.M. (SDBIP Officer)
C Crouch	S.P.M. (Budget Office)

## APOLOGIES

P Everyday	Executive Mayor
P Sithole	LED Manager

## 1. OPENING AND WELCOME

The Speaker welcomed everyone present and apologizes for the absence of the Executive Mayor who is attending another meeting. Mr. G van Rensburg opened meeting with prayer.

## 2. CONFIRMATION OF MINUTES OF PREVIOUS MEETING

The previous meeting held on Thursday, 6 May 2010 has been taken as read, seconded by Mr. G van Rensburg with the following amendments:-

Page 2, second last paragraph : The word "stolen" must be replaced with "misappropriated".

The pages of minutes should be numbered.

Mr. Van Rensburg thanked the IDP Unit for the excellent minutes of the meeting. Nocchi thanked everyone for their commitment in attending the IDP forum meetings and special word of thanks to the IDP Manager for all his efforts in ensuring that these forum meetings do take place and the fruitful discussions and inputs.

Nocchi requested that meetings should be held before approval of budget in order for the business sector to give their inputs and suggestions for the budget.

## 3. MATTERS ARISING

Mr. Akharwaray noted the issues raised at the previous meeting and suggested that it be discussed seriatim:-

### (a) Rates Income per Ward and how this funding is utilized

#### Ratepayers Association

Income of rates must be equally distributed between areas without neglecting areas that are paying their rates. Requesting document which indicates rates income per ward/area and what these rates are utilized for. CFO responded that as wards are not demarcated and financial system is not categorized it is difficult to adhere to this request. The income received from rates is divided between services for road maintenance, housing, community services, sanitation & electrical services. CFO gave a detail explanation on the income generated and expenditure of S.P.M.

MM confirmed that S.P.M. services generate the income and that the funds received must be properly utilized by the organization.

### (b) A detailed list of roads and street surfaced, resealed and patched

MM reported that the city has been divided into 6 areas with one maintenance team per area to attend to patching of potholes. Major roads should be first priority and then the back roads. He made specific reference to Hull Str where a water pipe is leaking continuously and where the water pipe will have to be relocated to the sidewalk before the road surface could be resealed. The patching of potholes is also slow as S.P.M. is competing with National Government for the supplying of tar from the only company in Kimberley having a plant for the supplying of tar. Pothole patching will also be done over weekends in order to decrease the backlog. Patching of potholes is only a temporary solution and therefore other means of maintenance must be looked at. Rehabilitation and pre-emptive surfacing are other measures of maintenance which can also be taken into consideration. With pre-emptive surfacing the cracks in the road surface are filled with liquid tar in order to extend the life span of the road.

The issue of finding an alternative route for Bultfontein Rd. the MM reported that a traffic road study must be undertaken. A road that cuts through the city should be considered as a total by-pass. route would have a negative effect on the economy of the city and would also not gain financially. Bultfontein Rd. is a high priority for S.P.M.

MM responded that no advance payments are made to any contractors and they only get paid for work that has already been executed and 10% of contract amount are held back for retention for a period of 1 year after issuing of a certificate of practical completion.

#### Ratepayers Association

S.P.M. must consider mixing its own tar, if possible to cut down on costs. The leveling of manholes with the road surface must be taken into account when roads are resealed. Patching of roads is done partially and roads are not completed. The tar rubble should be removed after patching has been done and this removal should form part of the contract awarded to the contractor. Lack of supervision on roads is a huge problem and the management of roads is inconsistent and are unacceptable to ratepayers.

Kekewich Drive and Du Toitspan Road is in a very bad state and has been long outstanding and needs urgent attention. Quality control is of the utmost importance after execution of any construction work.

Big trucks are adding to the deterioration of roads as roads signs are destroyed, culverts are broken, etc.

The lists distributed must be checked by supervisor as the months of September & November 2009 are exactly the same and the list for pothole patching is also incomplete.

#### **BMF**

The increased volume of traffic flow is also a big problem and no one could have foreseen this therefore long term sustainable solutions should be in place for the maintenance of roads. Strategic planning should be done for major roads.

#### **NOCCI**

The issue of Bultfontein Rd. is long outstanding and priority should be given to find an alternative route. National Government should also form part of the discussions in finding an alternative route for Bultfontein Rd. Enquired why local contractors are not appointed, mentioned that Crown Asphalt and Black Top Surfaces that have had a contract with S.P.M. and who had their own tar plant moved out of the city as they are not taking into consideration when tenders are awarded. Payments to contractors are done in advance which are unacceptable. Suggestions of the business sector must be taken seriously.

#### **(c) What is the Municipality's short, medium and long term plans to deal with the infrastructure issues to ensure development in the municipal area.**

MM - No city can grow without sustainable infrastructure therefore corrective action needs to take place. A brief introduction was given around the Local Government Turnaround Strategy for municipalities which were approved and supported by S.P.M. for the next 2 years.

#### **(d) A detailed report on the process of salary increases and the effect of this on the operational budget and what amount is budgeted for staff related costs.**

Ms Fouche explained the process of salary increases and what the current situation is with regard to negotiations and the signed contract with Salga. Salary increases are negotiated on National level and municipalities does not have any input. MM explained that 34% of budget are made up for personnel costs and 41% are contract workers. The organogram has to be reviewed and an analysis of personnel has to be done as some contract workers are employed for over 25 years that should have been appointed permanently. It must be noted that this process will take quite a time to be finalized. Projects must be created in order to fund contract workers.

Speaker mentioned that S.P.M. supports SALGA that action must be taken against workers who damaged property and confirmed that Council has taken action against the culprits in the previous strike.

Ratepayers Association

Requested a copy of S.P.M.'s organogram and expressed that people cannot be funded by rates payers money who are not working, especially contract workers.

#### **(e) Report back on the progress with regard to the Galeshewe and Ritchie SMME incubators**

The ED : SEDP explained that as both these projects are funded by counter-funding. The contractor's services have been terminated due to poor performance and according to CIDB new tenders can only be invited after a period of 6 months. The contractor has only been paid R600 000 for work done to date. A new Quantity Surveyor needs to be appointed as the previous surveyor withdraw from the project and has indicated in writing that he is not interested to be part of the project again as no progress are made. The remaining funds will not be lost for S.P.M. as it will be rolled-over to the next financial year as long as a valid reason could be provided for the poor expenditure.

#### **Ratepayers Association**

Express their dissatisfaction that contractors get away with murder and that action should be taken timeously against a contractor who is not performing as this project has been long overdue.

#### **(f) What is the effect of the new floodlights on the electricity supply**

Only 4KVA is needed for a floodlight and as the substation had the necessary capacity the floodlights at the Absa Park Stadium could be installed. New developments cannot be approved as the current substation in the specific suburb does not have the capacity.

#### **(g) Report on whether or not the Municipality is building its reserve funds**

The MM confirmed that the S.P.M. are building its reserve and confirmed that the rate for collecting of funds was very low in September 2009. He shortly elaborated on the implementation of a pilot project for 6 months to collect outstanding debt older than 90 days. R120 m was collected thus enabling council to have one month's reserve. The officials who engaged in this project had to reach a target for which they've received an incentive which will be 30% of their salary. The total amount paid out for incentives was R300 000 and a report about this project must still be taken to council to decide if this project is financially sustainable. Several staff was unhappy about the incentives paid out to the relevant staff and went on strike. MM agreed that this could have been prevented through better communication and providing of relevant detail to employees. Employees actually realized their own potential in collecting of funds through this project.

NOCCI thanked the MM for all his effort in collecting outstanding debt and his initiative for implementing the pilot project and don't see why he should explain this project to employees as at the end the employees and residents will gain from this project.



#### 4. QUESTIONS AND DISCUSSION

##### **Ratepayers Association**

The Ass. expressed their dissatisfaction about the managing of the Indigent Policy as some residents receive an indigent subsidy that are not suppose to and a list of these residents are in their possession.

CFO informed meeting that a new Indigent Policy has been approved by S.P.M. which will be effective from 1 July 2010 and will be properly monitored.

The Ass. are dissatisfied with the situation at the refuse dump as residents are dumping in front of gate and that no caretaker is at the dumps to control the dumping of refuse and that bulldozer is not cleaning the dumps at a regular basis. The city is filthy and if a program even exists for the cleaning of the city.

Building rubble is lying for months on sidewalks and that no measures are in place to force residents to remove this.

Mr. van Rensburg suggested that the 6 women cleaning the CBD should be under his supervision for just a month to show S.P.M. that if these ladies are properly supervised that the CBD would be much cleaner.

##### **S.P.M.**

The Acting ED. : Community Services explained that there are 6 women who clean the CBD on a regular basis. Problems with refuse trucks are a huge problem and trucks were hired to assist and currently a tender is out for refuse compactors to alleviate the problem. This section is doing their utmost best to clean the city with the available resources and to assist the business sector and residents whenever possible.

##### **NOC CI**

Enquired a copy of the budget for Tourism Centre in order to be able to know who is responsible for paying the salaries of students. The ED : SEDP mentioned that students are not paid out of budget of S.P.M. but will provide a copy of the budget to NOCCI.

NOC CI thanked the Community Services for their assistance and mentioned that Keep Kibly Clean are also struggling financially but that a program should be in place to keep the city clean on a regular basis. Businesses should be encouraged to adopt a street or area for cleaning.

##### **BMF**

Mr Lute suggested that a change in culture and attitude is the only way to address the problem of littering in our city. Schools should take part in the process of promoting a green environment.

#### 5. CLOSURE

**NOC CI** thanked everyone for listening to the business sector's frustrations and that more regular interaction should take place in order to debate meaningfully on the influence that the budget is going to have on the business sector and residents of the city.

##### **Ratepayers Association**

Thanked everyone for the opportunity to lodge their dissatisfaction and inputs as this meeting was the most constructive one than those held in the past.

##### **ESCOM**

Thanked everyone for being part of the forum.

##### **BMF**

Confirmed that S.P.M. is heading the right way and that we acknowledge the problems with management and must work together as a team in order to alleviate the current problems. Everyone must engage to improve our city so that residents get value for their money.

The Speaker and MM thanked everyone for their valuable and constructive input and that Council takes these inputs seriously as must strive to better service delivery.

The meeting closed at 21:00.



## **ANNEXURE 7**

# MINUTES - IDP REPRESENTATIVE FORUM MEETING HELD ON TUESDAY, 18 MAY 2010 AT 16:00 IN THE RC ELLIOTT HALL, GALESHEWE

## ATTENDANCE

15 Councillors including the Executive Mayor and Speaker, 45 Ward Committee members, 5 representatives of other organizations and 7 officials of SPM including the Municipal Manager attended the meeting.

## APOLOGIES

None

## 1. OPENING AND WELCOME

The Executive Mayor welcomed everyone present and the Meeting was opened with a prayer song.

## 2. INTRODUCTION

The Municipal Manager explained the importance of the IDP as a strategic planning document for the Municipality and the link to the Local Government Turnaround Strategy to ensure that the Municipality delivers the services to its communities as mandated by the Constitution.

The IDP Manager then presented the 3<sup>rd</sup> Quarter performance report, the Strategic Issues to be addressed by the IDP for the next 3 years as well as the available Capital Budget and what will be implemented during the 2010/11 financial year – including the objectives, indicators and annual targets for service delivery during the next three years. The Operational Budget was presented by the CFO with an explanation of tariff increases and what residents can expect their municipal account will be from 1 July 2010

The Manager: Policy Development also explained to the residents the new Indigent Policy and highlighted the criteria to qualify as an indigent. .

## 3. QUESTIONS AND DISCUSSION

The Executive Mayor then allowed participants to ask questions and to give any input that will add value to the IDP process.

Ward	Issue Raised
5	Housing
13	Houses are leaking in Santa Centre
26	No Indigent office in Ritchie, Crime Fighting project must be introduced
8	Storm water channel
17	Problem with dam and projects in Kagisho Park are still incomplete, Damage control to houses are also incomplete
10	Electricity and paving of Boikanyo Str still outstanding, broken water pipes, high mast light in Tshwaragano are not off. during daylight
7	Electricity supply problem, cutting of trees, roads
9	Development of golf course, s/w and paving of roads outstanding

The following changes were also proposed in terms of the implementation of the Ward priorities:

**Ward 5** – Verg X2 must be changed to Thusano, Paving of Tswene Str should be changed to Hutse Segolodi Street, Street lights should be erected in Hutse Segolodi Str.

**Ward 8** – Paving of roads in John Mampe I & III, John Daka Phase 1 and high mast light in 7de laan (Donkerhoek) should be added to the list.

## 4. FEEDBACK BY EXECUTIVE MAYOR

The issue of repairing the houses damaged during the flooding of the retention dam in Phutanang is receiving attention from the SPM's Insurance Brokers. They are in the process of confirming damage by collecting the relevant evidence from effected home owners. The upgrading of the dam needs to be looked at holistically and is of great concern to council as imposes danger to residents in the near vicinity. It is receiving urgent attention. The houses in Santa Centre will be attended to as the people are living in sub-standard conditions.

The Mayor also indicated the capacity of bulk sewer has reached its peak and no new houses can be built unless this problem has been solved first. This is getting urgent attention and Council will decide on 9 June 2010 on a way forward which will be communicated to all stakeholders. This was also with reference to the 1,000 houses that need to be built in Ritchie.

He also assured residents that their priorities submitted are still in place but that only 1 of the 3 highest priorities could be attended to with the funds available for wards for the next financial year.

Out-of-pocket-expenses for Ward Committee members that have been approved by National Government needs to follow a process and Council is dealing with this issue. Feedback will be given as soon as Council has resolved on this issue.

The Executive Mayor also assured residents that follow-up meetings will be held to address new issues and to report back to residents on progress with the implementation of the IDP and Budget..

## 5. CLOSURE

The Executive Mayor thanked everyone for the valuable input and closed the meeting at 19:15.

## **ANNEXURE 8**

Ward	Clr	Area name	Roads and Stormwater	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
1	V Settley	Roodepan (North of Raven Str)  Farmlands to Riverton	Tarring/paving of Hamerkop, Eagle, Gregory Park, Freesia, and Riverton Roads.	Building of 500 houses for 216 tenants				600 shacks with only 9 toilets - need for temporary toilets (1 toilet for 2 households)	
2	D Fillis	Roodepan (South of Raven Str)  Jacksonville	Paving of street in Jacksonville and Old Roodepan					Fencing of pump station in White City and upgrade	Survey of informal erven both for Wards 1 & 2)
3	L Williams	Homevale  Homelite  Homestead North  Open space up to Casino and Kamfersdam	Paving of streets: Porpoise; Sardine; Pilchard; 21st; Proman; Marthinay	Renovation of Houses		Play Equipment Homelite Park; renew basketball court; Play parks in Homevale & Ext. Upgrade Soccer Fields incl. Soccer Nets	Electricity Vending Facilities;	Upgrade of sanitation Homevale extensions	Survey of 350 sites for informal housing
4	K Mohulatsi	Verg Ext 4, 9  Homestead (South)	The roads in the Homestead area		Community Hall next to sports ground	Witdam (fencing 1st phase, filling of holes)			
5	R Sello	Thusano  Redirile  Verg Ext 2 (Thusano)	Paving of Hutse Segolodi Street	Thusano Foundations only 15146 P Thlomelang, 1886 S Batyashe,  Thusano - Tshwene Ext 15126, 15132, 15227, 15305, 15312; H Segolodi 15248, 15200; O Gaitsewe 19604, M Kantani 19605 & 19608; O Gaitsewe 18776 Verg Ext 2 - 27 erven Mathibe- Madalane shacks, 159 & 161 Stamper Str; 21972 Mathibe			Electricity for 36 houses 27 erven in zone 9 ext 2 (Madalane- Mathibe shacks) Street lights Hutse Segolodi Str		Survey of Erf 69 for low and middle cost housing for 3000 residents. Rezoning, planning & surveying of erf for purposes of erecting one stop centre having the following: Service Centre, Police substation, mobile clinic, creche, soup kitchen, library & clir's office

Ward	Clr	Area name	Roads and Stormwater	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
6	M Modise	Boikhotsong  Verg Ext 10 Verg Ext 3 & Ptn of Ext 4	Uplifting of remaining flooding houses, Sehularo, Seleke & Boikanyo Streets  Roads to be paved (Tshwene, Pulane, Maputa, & Matebe Str) Street names to be erected	Maintenance of defect houses, houses prior 1994 are falling apart. Slab houses, RDP houses					
7	R Morwe	Retswelele  Solly Legodi Verg Proper Ext 1 & 2 & Ptn of Ext 3	Unit 1 - Ubuntu location all streets  Paving of Boikanyo Str, Malebe, Magoda, Gaborone, Melesi, Kgopisho, Mojanaga, Maputle Str				Electrification of Tsweleng		
8	T Ngoma	John Mampe Ext & Ext 1  Kirstenhof  Verwoerd Pk Riviera Donkerhoek Legislature area open space	Roads paving for 540 houses in Donkerhoek  Roads paving for John Daka Phase 1 and John Mampe 3  Storm water canal Brennan Way and Armstrong Street				Donkerhoek electrification 540 units High mast light 7de laan		
9	W Mbasa	Retswelele Ipopeng Piece of Tswaragano west of Sediti Str	Recreation/Art/Culture/Tourism Centre - Opposite Kitsong Fablab, Solomon Mekgwe Street  Paving & Sw Mpata Str; January, Tsiane, Maokeng, Boitumelo, Nodoba (Sw) 105 Kagisho (sw) Tumelo, Mokonyama, Choeu, Tollie, Hlongwane, Solani, Lillian Mantsane, Jenkins Mothibedi, & Renelwe Extension			Nodoba/Molathwa Str - swimming pool			





Ward	Clr	Area name	Roads and Stormwater	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
14	M Africa	North View Colville Ext Floors Squarehill Pk Ashburnham Utility Mint Village Old Barkly Rd							
15	W Ngobezwa	Phutanang Phomolong (Ipeleng Cell 2)	Roads and s/w drainage for Phutanang & Phomolong (M Goniwe, Sam Nojoma, Mocumi Maropong, Gwagwa, E Khuziwayo & Rev F Chikane Str), Phutanang (Thabo Phutanang, D Moncho)		Building of community halls	Construction of parks	Three high mast lights and house connections - Promise land	Water borne system/toilets and taps for Promise Land	
16	M Nhlapo	Ipeleng (Cell 1) Kutlwanoong West Farmland Transit Camp Promised Land	Tebogo Kock, Kutlwanoong S/w W Moeti Str	Houses to be developed 200 in Ipeleng & 303 in Lindelani, Upgrade informal settlement Bokamosho		Fence Kutlwanoong Park			
17	M Phitlho	Ipeleng  Tlhageng John Mampe II Kagisho Kutlwanoong East	Fencing of retention dam and its maintenance  Paving of streets Tlhagwe, Tswere, Nche			Playing facilities in Ipeleng and Kagiso Parks			
18	E Mathe	Gal Ext 3, 4, 5 Lathi Mabilo Park  Nxumalo St Area	Street paving for Nxumalo area Maintenance of Galeshewe Day Hospital, painting, gardening and repairing of tar road	Renewal of old Greater Nr 2 houses Gurp 177 houses					

Ward	Clr	Area name	Roads and Stormwater	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
19	A Jaberla	Galeshewe Ext 7 (South of Moaketsi Str)  Tambo Square	Paving – Lekhela, Malunga, Modikgotla Streets. Stormwater Moshoeshe, Montshiva, Klaas Moncho Streets	72 single rooms to be converted to family units: Umtata, Gwelo, Lobatsi, Maseru, Ilovo Streets				Replace informal toilet structures with formal structures – Lathi Mabilo Park, North Ave, Maseru, Lobatsi (approx 150)	
20	M Sebegu	CBD  Albertynshof  West End  Diamant Park  Chris Hani Park South  Tambo Square  Gemdene	Paving of Chris Hani, Tambo, Debris & Mzimba Str in Greater Nr 2)	Residents will be moved at the cost of SPM and register at Bantu Hall  SPM will employ residents from squattening area to assist staff of SPM with relocation of people.  Processing of housing subsidies only for people that are moving from Royal & Waterloo Str to backyards and Transit Area			14 houses in Waterloo Str		After completion of subsidies people must be moved to serviced sites;
21	P Louw	Herlear  Belgravia  Cassandra  Ernestville  Show grounds  Kby North  De Beers  Kenilworth  Turner Rd Indus Area  Moghul Park  Kindustria	Maintenance tar roads (Hull Str and Spencer Lane)	Upgrade Flamingo Court/Fencing Service of houses in Hull Str		Maintenance of cemeteries Upgrade park in Herlear		Water problems at Cassandra (Bloemfontein Rd)	

Ward	Clr	Area name	Roads and Stormwater	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
22	J Pietersen	Fabricia Southridge Greenpoint	Paving of Roads (Smuts Str, Fabricia) Smartt Str, tar surface & S/w, Paving of streets (Lemonwood Str, Thompson Str) S/w next to railway line	250 single rooms, 262 subsidy houses outstanding					
23	P Vorster	Minerva Gardens El Torro Park Royldene Roylglen Mon Heights Labram New Park Civic Centre Memorial Rd area north West of Memorial Rd	<ol style="list-style-type: none"> <li>1. Traffic flow problems at intersection Memorial, Kekewich and Uitzich Streets</li> <li>2. Traffic study - Cronin, Meyer, Waterworks, Carters, Halkett, Long, Tucker and South and West Circular Roads.</li> <li>3. Traffic flow William Gasson Str problems in Monument Heights</li> <li>4. Potholes repair - Chamier, Oliver, Bridge, McClintock, Kekewich, Ayliff, McDougal, Halkett at Newton School, Lawson, Meyer, Frances, and all streets in Minerwa Gardens</li> <li>5. Resealing of Constantia Ave</li> <li>6. Maintenance of street names</li> <li>7. Maintenance of stormwater channels and inlets</li> </ol> <p>Hillcrest subway pump cut out - houses flood with sewerage</p>	<ol style="list-style-type: none"> <li>1. Fencing of Mun Flats: Tiffany Court, Newton Court, Holland Court</li> <li>2. Upgrading of above flats</li> </ol>		Maintenance of parks and other open spaces to be fenced off		Upgrade Newton Reservoir including metering and old pipes replace Maintenance of Fire Hydrants	

Ward	Clr	Area name	Roads and Stormwater	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
24	J Smit	Soul City Carters Glen Lindene Rhodesdene Heuwelsig Hadison Park Kestellhof	Paving kerbs to be installed N12 EPWP job creation project  Pathway to be constructed between Soul City and car depot Fence off s/w channel in Soul City Repair and reseal of tar roads	Repair of houses in Soul City & permanent houses for 70 shacks			Ph 3 of Soul City 20 Amp to be used instead of 60 Amp		
25	F Warner*	Beaconsfield De Beers Mines Airport Danie Theron Hillcrest Memorial Rd area, east of Memorial Rd Klisserville Farmland	Stormwater drainage - maintenance and cleaning of channels and inlets Stormwater problem in sub-way - Central Rd Upgrade and maintenance of streets Repairing of potholes Maintenance of street names	Illegal squatting at Old de Beers garages Fencing of Mun Flats: Eugenie Court, Eureka Court, Impala Court, Hercules Court, Jonker Court, Krisant Court  Upgrade Diamond Park Informal Settlement	Maintenance of road markings		High Mast Lighting: Beaconsfield, Gardner Williams Hall	Upgrade and replace of old water pipes	
26	L Makopeni	Farmland from Airport Magersfontein Heuningneskloof Modderriver Ritchie Motswedimosa	Street names and pave roads  Roads to be repaired	Houses to be developed				Installation of water and sewerage for 640 erven	
27	K de Kock	Rietvale Platfontein Leratong Park Northview Army Base Farmlands inc Pniel Estates	Main roads to be tarred roads, residential roads paving blocks, Street names and numbers  Street names and fencing of grave site Business plan outstanding	Houses to be developed for Platfontein & Rietvale  Layout plan must be approved to relocate shanties					

Ward	Clr	Area name	Roads and Stormwater	Housing	Community Services	Parks	Electricity	Water & Sanitation	Urban Planning
28	F Swanepoel	Hull Str area Camelot Farmlands east of Riverton up to Langleg Colville & Floors North of Deodar & Plane Str Casino & Flamingo Pan	Finishing of street tarring Betta, Gamma, Agatha, Cecilia, Absalom. Paving of streets (Platfontein)	200 houses Omega Str	Playground (Stadium) upgrading of stadium, greening and fencing of cemetery (Platfontein)			Infrastruction for Freedom Park and Fraser Moleketi	

## **ANNEXURE 9**

# WARD PROJECTS - 2010/11 TO 2012/13 as part of the Capital Programme

Updated 27 May 2010 during an Informal Council Meeting

Ward	Clr	Areas	Projects	Budget 2010/11	Budget 2011/12	Budget 2012/13
1	V Settle	Roodepan (North of Raven Str) Farmlands to Riverton	Roodepan 50 houses or survey/site and service. Request from Clr that the funds be utilised for the planning and survey of 1,500 erven (Wards 1 and 2).	2,952,400		
2	D Fillis	Roodepan (South of Raven Str) Jacksonville	Paving of street in Jacksonville and Old Roodepan - Weeping Willow and Wild Olive Str (Taxi route), Dikkop, Nightingale, Seeduif, Parakiet, Finch, Weaver and Hammerkop Str (additional funds required)	500,000	600,000	600,000
3	L Williams	Homevale Homelite Homestead North Open space up to Casino and Kamfersdam	Renovation of Houses Paving of streets (Porpoise and Sardine Streets) additional funds required	500,000	600,000	700,000
4	K Mohulatsi	Verg Ext 4, 9 Homestead (South)	Upgrade Witdam Area (NDPG)	500,000	800,000	400,000
5	R Sello	Thusano Redirile Verg Ext 2 (Thusano)	Electricity for 36 houses 27 erven in zone 9 ext 2 (Madallane-Mathibe shacks) - previously approved funding to be sourced and or made available internally.		800,000	
6	M Modise	Boikhutsong  Verg Ext 10  Verg Ext 3 & Ptn of Ext 4	Uplifting of remaining flooding houses, Sehularo, Seleke & Boikanyo, Maputa & Matibe Streets, Moraladi and Mathupa Paving of streets (Tswene Street) Maintenance to be included for 2011, 2012, 2013.	500,000		
7	R Morwe	Retswelele Solly Legodi Verg Proper Ext 1 & 2 & Ptn of Ext 3	Paving of Boikanyo Str, Malebe, Magoda, Gaborone, Melesi, Kgopisho, Mojanaga, Maputle Str Electrification of Tswelelang 2X Highmast Lights	1,180,960	2,500,000	2,500,000
8	T Ngoma	John Mampe Kirstenhof Verwoerd Pk Riviera Donkerhoek Legislature area open space	Upgrade stormwater channel (Armstrong Str, Verwoerd Park) Electrification - Donkerhoek 7de Laan (539) John daka Phase 1 and John Mampe 3 paving of streets	500,000	2,700,000	2,700,000



Ward	Clr	Areas	Projects	Budget 2010/11	Budget 2011/12	Budget 2012/13
9	W Mbasa	Ipoping Portion of Tswaragano west of Sediti Str	Paving of Streets and Stormwater (Mpata Str, January, Tsiane, Maokeng, Boitumelo, Nodoba (Sw) 105 Kagisho (sw) Tumelo, Mokonyama, Choeu, Tollie, Hlongwane, Solani, Lillian Mantsane, Jenkins Morthibedi, & Renelwe Extension) Sediti Str, Mosamo Str (Stormwater)	500,000	800,000	400,000
10	H Legwabe	Tshwaragano Verg Ext 5, 7	Paving of streets : Moagi, Molema, Obakeng, Moretele, Phetolo & Tlhapi Str Ablution facility for Mapule Matsepene Clinic	200,000		
11	G Nkomo	Agisanang Gal Ext 2, South of Mzondeki Str Verg Ext 6	Roads Molemo, Thokoza, Badumedi & Mpumelelo Str Infill areas houses in Arena Recreational parks, Mondile Str and high mast light	1,476,200	400,000	
12	G Morudi	Kwano Bantu & Ext 1 Witdam Gal Proper Gal Ext 2, North of Mzondeki Str	Flooded houses (Mpitsang, Mokgautsi, Mocumi, Mkhuli, Judge, Phakedi, Phuthane & Tyala Streets) Paving of roads (Mashilo, Magonare, Maile Str and at the vicinity at Peme Offices and car wash) S/w (Phakedi, Phillip Mphiwa Str) SMME Village	500,000  3,300,000	600,000	400,000
13	L Mafooa	Gal Ext 1, 6, 7 (North of Moaketsi Str) Santa Centre Zone 2 China Square Chris Hani Park North	Complete paving of Methodist Street link to Ethel Street Paving of Palweni str and Cul du Sac Electrify remaining houses in Groot No 2 3 Footbridges over stormwater channel in Chris Hani Park	500,000		
14	M Africa	North View Colville and Ext 16 Floors Squarehill Pk Ashburnham Mint Village Barkly Rd Old Barkly Rd Utility	Develop Park in Northview Recreation facilities for the ward Hall in Floors - to address issues of the youth	500,000		

Ward	Clr	Areas	Projects	Budget 2010/11	Budget 2011/12	Budget 2012/13
15	W Ngobeza	Phutanang  Ipeleng (Cell 2)	Phutanang houses Infill Area Houses (100) Replace sewer pipes Paving Streets (N Mandela, T Sexwale, Z Mothopeng, D Moncho, Goniwe, Jansen, Frank, Khuzwayo, Maropong, Gwangwa) Street Lights	6,637,455  200,000	200,000	200,000
16	M Nhlapo	Ipeleng (Cell 1) Kutlwanong West  Farmland	Water Promise Land High Mast Lights Khutlwanong Hall fence Lindelani (303 houses to be erected)	6,867,246 200,000		
17	M Phitlho	Ipeleng Tlhangeng John Mampe II Kagisho Kutlwanong East	Paving of str Tlhangwe, Tswere & Nche Str Upgrade/repair Retention Dam Playing facilities in Ipeleng and Kagiso Parks	200,000		
18	E Mathe	Gal Ext 7  Nxumalo Area	Infill areas houses 1. Upgrade of 177 Houses in Greater No.2 (NDGP)	1,476,200		
19	A Jabetla	Galeshewe Ext 4; 5	Paving of Streets – Nxumalo Area 72 Single rooms to be converted to family units	500,000		
20	M Sebegu	CBD Albertynshof West End Thambo Square Chris Hani Park South Gemdene	CBD Upgrade Projects  Survey (site and service 100 erven Waterloo Str Area)	900,000 500,000	1,449,040	1,920,000
21	P Louw	Herlear Belgravia Cassandra Ernestville Show grounds Kby North De Beers Kenilworth Kimdustria	2. Upgrade Flamingo Court 3. Stormwater Channel 1. Reseal/rebuild Hull Str from Subway eastwards	500,000		

Ward	Clr	Areas	Projects	Budget 2010/11	Budget 2011/12	Budget 2012/13
22	J Pietersen	Fabricia Southridge Greenpoint	Upgrading of single rooms/ demolish for Old Age Home Greenpoint Electrification	500,000 2,500,000	2,500,000	2,500,000
23	P Vorster	Minerva Gardens El Torro Park Royldene Roylglen Mon Heights Labram New Park Civic Centre Memorial Rd area north	Upgrade Mun Flats: Tiffany Court, Newton Court, Holland Court Wires to be replaced at sewer pump in new Ext of Hillcrest	500,000		
24	J Smit	Soul City Carters Glen Lindene Rhodesdene Heuwelsig Hadison Park Kestellhof	Electrification – Soul City Houses for +- 70 informal structures bordering Soul City	1,500,000		
25	F Warner	Beaconsfield Diamant Park De Beers Mines Airport Danie Theron Hillcrest Klisser Greenside Ronaldsvlei	Upgrade Mun Flats: Eugenie Court, Eureka Court, Impala Court, Hercules Court, Jonker Court, Krisant Court 1. Upgrade informal area at Diamant Park (Planning, Survey, Services)	500,000		
26	L Makopeni	Farmland from Airport Magersfontein Heuningneskloof Modderriver Ritchie Motswedimosa	Ritchie – SMME Incubator Scraping of roads	1,300,000 299,999		
27	K de Kock	Rietvale Platfontein Farmlands inc Pniel Estates	Ritchie 428 houses Lerato Park – Moving of shacks in sequence Satellite Fire station in Platfontein	6,500,000 500,000	4,034,178	5,760,000
28	F Swanepoel	Colville Camelot Farmlands east of Riverton up to Langleg	Colville (140) Water and Sanitation Services	3,500,000		
<b>Total Allocation</b>				<b>R 49,190,460</b>	<b>R 17,983,218</b>	<b>R 18,080,000</b>

## **ANNEXURE 10**

CAPITAL PROJECTS 2010/11 – 2012/14								2012/13		2011/12		2010/11	
Responsible Division	Projects Description	Linked to KPA Objective	Ward	Funding Source	Internal	Grant funding		Internal	Grant funding	Internal	Grant funding	Internal	Grant funding
Finance/IT	Replace main server infrastructure	4.2	N/A	CRR				525,000					
Finance/IT	Replacement programme: IT Hardware	4.2	N/A	CRR	650,000			325,000		325,000			
Electricity	Fleet Replacement Programme	2.2	N/A	LOAN/CRR		15,000,000		3,700,000					
Speaker's Office	Furniture, refurbishment of the Committee Room and the Chamber	5.2	N/A	CRR	250,000			250,000		250,000			
Roads and Stormwater	Update PMS/SWMP	2.2	All	CRR	500,000			500,000		500,000			
All / Infrastructure	<b>Extended Public Works Projects (EPWP Incentive Grant)</b>	5.4	All	Prov Grant		14,984,000							
Parks	Development of new cemetery (fencing and infrastructure)	2.3	27	MIG		1,807,241			0				
GURP	<b>Capital Grant (NDPG)</b>	2.3	Gal Wards	NDPG		19,300,000			20,300,000		20,300,000		20,300,000
Water and Sanitation	Refurbish Homevale Waste Water Treatment Works (Roll-over)	2.1	All	MIG/LOAN		52,991,000					29,777,261		
Water and Sanitation	Refurbish and upgrade Ritchie Waste Water Treatment Works	2.1	25,26	MIG		8,500,000			1,614,000				
Roads and Stormwater	Improvements to Stormwater Network	2.1	All	LOAN/CRR		20,400,000			7,021,580		10,000,000		
Emergency Services	Satellite Fire station in Platfontein and Homevale	2.3	27	MIG					4,034,178		5,760,000		
LED	CBD Upgrade Projects	1.2	20	CRR									
LED	CBD Stalls and related projects	1.2	20	MIG					1,449,040		1,920,000		
Water and Sanitation	Refurbish and upgrade Beaconsfield Waste Water Treatment Works	2.1	25,26	MIG		1,500,000			12,085,740				
LED	SMME Village (Galehewe)	1.2	11	Roll /Over Prov Grant		3,300,000							
LED	Ritchie – SMME Incubator	1.2	25,26	Roll /Over Prov Grant		1,300,000							
Water and Sanitation	Water Promise Land	2.2	16	MIG		6,867,246							
Water and Sanitation	Sanitation Lindane and Promised Land	2.2	16	MIG					12,373,178				
Electricity	Additional Bulk Electricity from Eskom (80 MVA)	2.2	All	LOAN		65,685,000							
Water and Sanitation	Water Demand Management Devices/Meters	2.1	All	LOAN		5,500,000			15,000,000				
Water and Sanitation	Water Pipe Replacement Programme	2.1	All	LOAN		34,500,000			25,000,000				
Electricity	Electrification – Soul City	2.1	24	CRR	1,500,000			2,500,000					
Electricity	Street Lights	2.2	5	MIG		1,500			1,500,000				

CAPITAL PROJECTS 2010/11 - 2012/14									
2012/13									
2011/12									
2010/11									
Responsible Division	Projects Description	Linked to KPA Objective	Ward	Funding Source	Internal	Grant funding	Internal	Grant funding	Grant funding
Electricity	Greenpoint Electrification	2.2	All	DME		2,500,000		500,000	1,000,000
Electricity	Electricity Demand Side (Eskom in kind)	2.2	All	DME		6,000,000		10,000,000	
Electricity	Upgrade 66/11kV transformer at Southridge substation	2.2	All	LOAN		4,315,000			
Housing	Roodepan 50	2.3	2	Prov Grant		2,952,400.00			
Housing	Ritchie 428 (New)	2.3	27	Prov Grant		6,500,000.00			
Housing	Infill areas 375 (New)	2.3	10,19	Prov Grant		2,952,400.00			
Housing	Tsweleng 45	2.3	7	Prov Grant		1,180,960.00			
Housing	Phutanang	2.3	15	Prov Grant		6,637,455.00			
Housing	Colville (140) Services	2.3	28	Prov Grant		3,500,000.00			
Various	Ward Projects	2.3	All	CRR	6,100,000.00		2,200,000.00		
All/Infrastructure	Counter Funding MIG	2.2	All	CRR	3,000,000.00		3,000,000.00		
GURP	Gurp Projects (Counter funding)	1.2	Gal wards	CRR	3,000,000.00		3,000,000.00	7,831,000.00	8,223,000.00
GRAND TOTAL					15,000,000	289,672,702	16,000,000	118,708,716	78,480,261
					R 304,672,702		R 134,708,716		R 87,755,261

## **ANNEXURE 11**

Description	Budget Year 2010/11												Medium Term Revenue and Expenditure Framework		
	July R'000	Aug R'000	Sep R'000	Oct R'000	Nov R'000	Dec R'000	Jan R'000	Feb R'000	Mar R'000	Apr R'000	May R'000	Jun R'000	Budget Year 2010/11	Budget Year +1 2011/12	Budget Year +2 2012/13
Revenue by Vote															
Vote1 - EXECUTIVE AND COUNCIL												-	-	-	-
Vote2 - MUNICIPAL GENERAL	48,200	8,000	8,500	7,105	47,000	8,500	7,105	7,105	49,500	7,105	7,105	7,487	212,713	236,390	251,881
Vote3 - MUNICIPAL MANAGER	467	467	467	467	467	467	467	467	467	467	467	467	5,609	5,945	6,272
Vote4 - CORPORATE SERVICES	590	590	590	590	590	590	590	590	590	590	590	589	7,074	7,498	7,911
Vote5 - COMMUNITY SERVICES	1,947	1,947	1,947	1,947	1,947	1,947	1,947	1,947	1,947	1,947	1,947	1,947	23,362	24,420	25,446
Vote6 - FINANCIAL SERVICES	21,000	21,000	64,320	18,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	22,908	252,228	271,341	287,786
Vote7 - STRATEGY ECON DEVELOPMENT AND PLANNING	788	788	788	788	788	788	788	788	788	788	788	787	9,454	10,020	10,571
Vote8 - INFRASTRUCTURE AND SERVICES	50,648	50,648	46,250	46,250	46,250	48,250	47,250	47,250	46,250	46,250	46,648	71,135	593,079	670,031	766,847
Total Revenue by Vote	123,640	83,440	122,862	75,147	112,042	75,542	73,147	73,147	114,542	72,147	72,545	105,321	1,103,519	1,225,646	1,356,714
Expenditure by Vote to be appropriated															
Vote1 - EXECUTIVE AND COUNCIL															
Vote2 - MUNICIPAL GENERAL	2,287	2,287	2,287	2,287	2,287	2,287	2,287	2,287	2,287	2,287	2,287	2,287	27,444	30,236	31,982
Vote3 - MUNICIPAL MANAGER	15,444	15,444	15,444	15,444	15,444	15,444	15,444	15,444	15,444	15,444	15,444	15,443	185,322	210,618	226,654
Vote4 - CORPORATE SERVICES	1,165	1,165	1,165	1,165	1,165	1,165	1,165	1,165	1,165	1,165	1,165	1,166	13,983	14,822	15,638
Vote5 - COMMUNITY SERVICES	3,192	3,192	3,192	3,192	3,192	3,192	3,192	3,192	3,192	3,192	3,192	3,191	38,298	40,637	42,895
Vote6 - FINANCIAL SERVICES	10,032	10,032	10,032	10,032	10,032	10,032	10,032	10,032	10,032	10,032	10,032	10,032	120,380	126,654	132,751
Vote7 - STRATEGY ECON DEVELOPMENT AND PLANNING	5,664	5,664	5,664	5,664	5,664	5,664	5,664	5,664	5,664	5,664	5,664	5,665	67,970	72,203	76,201
Vote8 - INFRASTRUCTURE AND SERVICES	2,262	2,262	2,262	2,262	2,262	2,262	2,262	2,262	2,262	2,262	2,262	2,262	27,148	28,794	30,386
0	60,833	60,833	45,833	45,833	45,833	63,333	48,833	48,833	45,833	45,833	45,833	65,307	622,973	701,682	800,207
0												-	-	-	-
												-	-	-	-
Total Expenditure by Vote	100,879	100,879	85,879	85,879	85,879	103,378	88,879	88,879	85,879	85,879	85,879	105,352	1,103,519	1,225,646	1,356,714
Surplus/(Deficit)	22,760	(17,439)	36,983	(10,732)	26,163	(27,837)	(15,732)	(15,732)	28,663	(13,732)	(13,334)	(31)	(0)	(0)	(0)



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